National Offender
Management Service

Annex to Greater London Region Service Level Agreement for Prison Services Commissioned by the National Offender Management Service from the Public Sector Provider

Between

The National Offender Management Service as Commissioner and

Her Majesty's Prison Service

for

HMP Brixton

Local Establishment Annex 2014-15

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

Table of Contents

Page

SECTION 1: SERVICE OVERVIEW 4
1. Establishment Details 4
Table 1: Establishment Details 4
2. Establishment Population 4
Table 2a: Capacity Specification 4
Table 2b: Population Allocation Specification 5
Table 2c: Population Assumptions – Origin of the Population 5
Table 2d: Population Assumptions – Estimated Background of the Population 5

SECTION 2: ESTABLISHMENT DELIVERY 6
Table 3: Local Response to Commissioning Intentions 6
Table 4a: Rehabilitation Services 20
Table 4b: Rehabilitation Services – Additional Services Offer 26
Table 5: Accredited Programmes provided in the establishment 31
Table 6: Development Objective 32
Table 7a: Mandatory Service specifications applicable under this Local Annex 34
Table 7b: Service specifications applicable under this Local Annex 35
Table 7c: Service Options, above the national minimum 36
Table 7d: Agreed delivery hours for specified services 36
Table 8b: Services (not industries) 38
Table 8c: Other Activities 39

SECTION 3: REGIME OUTLINE 40

SECTION 4: SLA DELIVERY REQUIREMENTS AND LEVELS AT COMMENCEMENT DATE 40

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 Brixton**
Establishment type	**Trainer Resettlement**
Specialist function	**Includes 250 Sex Offenders**
Security Category / Categories:	**Category C or lower**
Annual Operating Price	**15,567,815**

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	530
Operational Capacity	798

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:	Prisoners with 13 weeks left to serve where possible 40% resettlement
Offence Type:	No restrictions
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
HMP Brixton 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 Thameside. This establishment has a vulnerable prisoner wing and a resettlement function.

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	166	163	N/A	N/A	**329**
Determinate prisoners serving more than 4 years	N/A	N/A	65	N/A	N/A	N/A	**65**
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	6	N/A	N/A	N/A	**6**
Resettlement	N/A	N/A	319	N/A	N/A	N/A	**319**
Discretionary	N/A	N/A	79	N/A	N/A	N/A	**79**
Total	**0**	**0**	**635**	**163**	**0**	**0**	**798**
Resettlement	Yes	**Reset %**		0.4	**Reset No.**		319
Specialist Function	Includes 250 Sex Offenders						

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	The degree to which an 'Every Contact Matters' culture is being achieved at HMP Brixton will be measured and monitored via: MQPL indicators; prisoner consultative committees; IMB reports; HMIP reports; MDT data; complaints; Ombudsman's cases; Violence Management data, and feedback from partner organisations and agencies.
1A There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	The MQPL visit in February 2014 and the expected re-inspection by HMIP during 2014 will provide an assessment of the prison's current strengths and weaknesses in terms of rehabilitative culture and support for desistance. The staff and managers at HMP Brixton will demonstrate a full commitment to the principles of 'Every Contact Matters' because the successful rehabilitation of offenders requires all who work with them to have a sense of purpose in believing that offenders can change, and this will be done by consistently encouraging and challenging offenders so that they believe that it is possible to change their lives and feel optimistic about doing so. The staff and managers at HMP Brixton are committed to establishing an effective culture and this will be achieved by the examples set by the attitudes and skills of frontline staff and the strong leadership of the Governor and his senior management team.
1B All who interact with offenders should model skills and attitudes that are likely to support desistance and should seek to build constructive relationships which will motivate offenders to change.	As part of HMP Brixton's role as a Resettlement Prison, 'Every Contact Matters' is a fundamental concept which will underpin all working relationships with contractors, partner agencies and organisations. All staff briefings, written communication, prison systems, staff roles and responsibilities will clearly reinforce the value of positive engagement with offenders, which in turn will nurture a sense of purpose in relation to rehabilitation, reducing re-offending and progression through the sentence for all offenders. The staff and managers at HMP Brixton will make the best use available of the revised Incentives and Earned Privileges Scheme to ensure that prisoners engage with their sentence plan objectives. The culture at HMP Brixton will be defined by courtesy, assertive but not aggressive behaviour, and by facilitating the reasonable expectations of offenders by processing their

	applications and requests of as quickly and as efficiently as possible. From April 2014 onwards, pro-social modelling training will be delivered to all staff but to uniformed staff to begin with and this will reinforce the qualities, behaviours and values that offenders will be expected to see from staff during their sentence at HMP Brixton. The regime at HMP Brixton will give opportunities for offenders to demonstrate pro-social behaviour with the intention of offenders being encouraged to replace negative behaviour with positive behaviour. Programme Awareness Training will also be delivered to ensure that staff are aware of the nature of the programmes that prisoners are going through and how they can support their effectiveness. The work of personal officers and offender supervisors will be vital to establishing the correct standards of behaviour and the Head of Residence and Safety and the Head of the Offender Management Unit will lead on quality-checking this work. Consultation and feedback from offenders at HMP Brixton will be a vital measure of the effectiveness of the example set by the staff and this will be monitored by the SMT on a continuous basis. Improvements will be put in place where necessary. Other useful indicators of change will include: MPQL; HMCIP; numbers of reportable incidents; numbers and types of complaints; Use of Force statistics; MDT rates; numbers of ACCTs; numbers of Management and Support Plans; numbers and types of adjudications, and fluctuations of IEP status throughout the population.
1C Efforts are made to ensure offenders experience the environment as safe.	HMP Brixton will continue a comprehensive multi-disciplinary approach to delivering a safe environment for offenders, staff and visitors and a monthly Safer Custody Meeting will take place to discuss all of the factors contributing to a safe environment and it will be chaired by the Governor or Deputy Governor. The meeting will be attended by representatives from all parts of the prison and by Samaritans and Listeners. The Head of Safer Custody and Equality will take the lead role in this work alongside the Head of Security and the local Safer Custody Strategy will be reviewed in 2014 to ensure that there are measures in place to ensure offenders feel safe and are able to focus their attention on completing their sentence and on their rehabilitation. MQPL and HMIP reports will inform the review of the Safer Custody Strategy in 2014.The Safer Custody Meeting will discuss all aspects of the Safer Custody Strategy including incidents of bullying, violence and self-harm and what actions have been carried out to support victims and to deal with perpetrators including the use of force; the use of IEP; numbers and types of adjudications; ACCTs and management and support plans. The Head of Security will present a monthly intelligence assessment to inform the meeting about intelligence received from staff about relevant factors.

1D 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.	Cell sharing risk assessments will continue to be carried out and reviewed as per national policy and this will remain a key action preventing violent incidents. Prisoner consultative meetings, offender complaints and feedback from the IMB will continue to be vital channels of communication which will inform local policy and actions required to provide a safe environment. The Equality Action Team Meeting will be chaired by the Governor and it will also consider the results of DIRFs and the actions required to provide a fair and supportive environment for all offenders, staff and visitors. The Safer Custody Meeting will monitor all incidents of violence including assaults and fights to ensure that they are accurately recorded on the Performance Hub and so that they are appropriately followed up with required actions.
1E Intelligence is gathered, developed and shared in a safe and timely manner. 1F The availability of drugs and mobile phones in prisons is tackled. 1G Prisoners are prevented from continuing criminality from within prisons.	**See Regional response for sections 1E-1G inclusive**
2) Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	In 2014/15 the existing Reducing Re-offending Policy at HMP Brixton will be reviewed by the Head of Reducing Re-offending with input from SMT colleagues and partner organisations to ensure that it provides a clear strategic vision which sets out a shared understanding of outcomes and priorities. The policy will also set out how services for offenders will align to maximise outcomes and create an integrated, seamless offender management service and it will clearly describe the role of all providers so they understand where they fit in the overall local picture and have enough understanding about other providers to offer effective services to all offenders and their families. The policy review will include feedback from consultation with prisoners as well as staff perspectives and it will use information from a need analysis carried out by the Head of Reducing Re-offending. The policy will set out a clear description of how services are sequenced and how they compliment each other, providing continuity of services to offenders both

	within the prison, and a clear commitment to facilitating the needs of all providers and contractual partners to allow them to effectively deliver their services. The policy will include procedures covering the Information Sharing PSI including how offender data will be safely used and shared.
2A: There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders	The quarterly Reducing Re-offending Partnership Meetings chaired by the Head of Reducing Re-offending will be attended by representatives from across the prison, from local authorities and all partner organisations and contractors providing resettlement services. The meeting will discuss the services provided to offenders to agree measures to ensure that offenders receive the right services at the right time and in the right order and so they are able to get timely answers to questions from the right people. The meeting will also discuss the effectiveness of services, whether they address the identified needs and how improvements can be made. If an organisation wishes to provide a service at no cost to HMP Brixton then they will be expected to complete the Alliance Proposal Form which requires a comprehensive description of the service they are offering to provide and the offender need(s) the service would address. The Head of Reducing Re-offending will then consult with colleagues before deciding whether or not to invite the organisation to work in the prison and the decision will be based on the requirement to achieve an integrated approach during their sentence, where individual relationships, interventions, and services combine holistically to address their individual risks and needs. The Head of Reducing Re-offending will be responsible for ensuring that partnership agreements are in place and that they continue to be monitored to ensure that commitments are honoured and out-puts are measured and assessed. Indicators of the success of the Reducing Re-offending Strategy will include: complaints from offenders; feedback from the IMB; HMIP and MQPL reports and feedback from prisoner consultative meetings.
2B: 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.	In 2014/15 DWP Employment Benefit Advisers (EBAs) will be based in HMP Brixton and they will have carry out private interviews with offenders in the Official Visits area. The EBAs will be invited to take part in the Induction process which all prisoners will be required to attend when they have arrived in the prison The EBAs will have access to broadband lines and telephones to enable them to take advance claims for Jobseeker's Allowance and to make referrals to the Work Programme. The roll-out of both Transforming Rehabilitation and Universal Credit will increase the number of DWP staff and hence the resource needed in the prison and this will be managed by the Head of Reducing Re-offending.
2C: In England - work together with NHS England	A commissioning and competition process for the clinical Healthcare contract to be delivered at HMP Brixton from

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	April 2014 onwards began in 2012. The bidding process has required all organisations wishing to provide s clinical service at HMP Brixton to ensure that it will be equivalent to the access to health services available in the community. Offenders held in custody at HMP Brixton will be also able to access treatment, services, advice and support around drug and alcohol needs. Working together with NHS and Local Authority Health substance misuse providers will continue to develop and implement local delivery arrangements in line with the National Partnership and Co-commissioning Agreement and the Enablers of National Co-commissioned Services specification and this includes the continued development and implementation of Local Delivery Agreements which will take into consideration the future role of Community Rehabilitation Companies in supporting rehabilitation outcomes and continuity of care through the prison gate. The Security Department will work in partnership with health and substance misuse providers to ensure that while recovery from addiction for offenders is promoted there are also concerted multi-disciplinary efforts using an updated Supply Reduction Plan model to reduce the supply of drugs and alcohol into HMP Brixton as per 1F and 1G.
2D: In England – Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves	The competition and commissioning process described in 2D includes provision to cover this intention but this is dependent upon the passage of the Care Bill in Parliament. Subject to the passage of the Care Bill there will be joint work between the Governor, the healthcare provider and social care services so that the level of social care services provided in HMP Brixton reflects the evidenced needs of the prison population and a strategy will be devised to identify how needs will be met. As a minimum, every prisoner will have arrangements in place for suitably-qualified staff to assess their social care needs and for the provision of urgent personal care services to individuals with a high level of need, such as the need for assistance with feeding or toileting. By Quarter 1 2014 HMP Brixton will have approached Lambeth Council with a view to developing a joint action plan to prepare for April 2015 and Lambeth Council will be invited to sit on the Prison Health Partnership Board/Local Delivery Board to ensure an integrated approach to health and social care.
2 e: In England - Work with Local Authorities (LA's) to promote inclusion of, and maximise benefits to,	The joint action plan will consider the requirement for: needs assessment; information sharing agreements and local referral protocols for individuals with a high level of need; the physical environment for service delivery; the role of the prison in informing the design of any local authority service specifications. The action plan will be prepare for

offenders' families	implementation in April 2015 and the Governor will ensure that suitably robust arrangements are in place with the Lambeth Council to ensure that social care needs assessment can be routinely undertaken and that social care services, equivalent to those in the community, can be accessed by prisoners who are eligible for such services. In 2014/15 1.5 full-time family support workers will be supplied by PACT to deliver casework, support, advice and programmes to offenders and their families. These family support workers will work alongside another family support workers provided by other funding to help offenders to reduce conflict in close relationships, develop positive relationships, develop strong and supportive family ties, improve family and intimate relationship, and develop confident and responsible parenting behaviors. The Head of Reducing Re-offending will provide the visible leadership and support for work in this area. The voluntary sector organisation Spurgeons is contracted at a regional level to provide Visits Centre services at Brixton which include family days and supervised play in the Visits Hall and the Head of Operations will continue to supervise and develop the work that Spurgeons deliver in this area to maximise the support for offenders to improve relationships with their families. In 2014/15 HMP Brixton aims to release up to 100 offenders every weekend on town visits and home visits so that they can strengthen relationships with their families and to improve their chances of desistance in the future. Lambeth Debt and Benefit Centre will provide a member of staff two days every week in this period to provide advice and support to offenders at HMP Brixton. The work of the DWP Employment Benefit Advisers described at 2B will also make a vital contribution to supporting offenders and their families.
2 f: In England - 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	2F: HMP Brixton will not provide specialist interventions for offenders with personality disorders in 2014/15

Commissioning to support health and justice outcomes.	
2G: In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.	The revised education curriculum implemented at HMP Brixton in January 2014 was specifically designed to provide qualifications and skills which are required by employers in London. The curriculum design was based on labour market data provided by the external MTT Bench-marking Team and this informed a complete update to the range of activities for offenders available at HMP Brixton. From April 2014 HMP Brixton will offer 281 full-time education places as described at table 8C and 229 full-time employment opportunities in the prison. In addition to the activities available in side the prison HMP Brixton will send approximately 100 Cat D offenders out in to the community on temporary licence to work for approximately 70 employers. Offenders arriving at HMP Brixton will all receive an education assessment to ensure that they enter the curriculum at the correct stage and so that their personal educational needs are met. The Head of Learning and Skills will lead robust performance monitoring to ensure delivery meets need and to improve classroom attendance in the establishment. At the daily Governor's Meeting the previous day's performance in getting education places filled will be reported on by the contractor and the Head of Learning and Skills will review performance every month at the Quality Improvement Group Meeting.
2H: In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.	The Bad Boys Bakery will provide 20 full time activity places and The Clink restaurant will provide 28 full time activity places and although both workshops will provide transferrable skills, experience and qualifications they are social enterprise organisations not linked to ONE3ONE Solutions. Both workplaces will provide a focus on developing skills for employment during the latter stages of a custodial sentence. The Head of Reducing Re-offending will lead a proactive strategy involving working directly with local employers to expand the numbers of offenders being discharged in to employment and to increase the offenders working out in the community whilst on temporary licence. Employers will be invited to attend the prison to hear about the skills and qualifications that offenders discharged from HMP Brixton will have to offer and job fairs will take place to inform offenders about the opportunities for employment and support available to them as they approach their discharge date. There will be several mentoring organisations engaging with offenders at HMP Brixton to provide support and information as they prepare to be discharged in to the community. St Giles Trust mentor offenders via their 'Through the Gate' programme; the Hestia organisation also provide a mentoring service called 'Back on Track'. Other organisations offering similar support are Only Connect and Mosaic which is specifically targeted at young Muslim prisoners. The Head of Reducing Re-offending will monitor the performance of these organisations to ensure that

	they offer a service to all offenders and so that there is not a duplication of service. The C Wing 'Just The Job' project overseen by Head of Reducing Re-offending and monitored via weekly meetings provides a co-ordinated approach to ensuring that all of the employment opportunities for prisoners who have access to RoTL are advertised so that Cat D offenders have the opportunity to apply and be interviewed for jobs. HMP Brixton will send approximately 100 offenders out in to the community on temporary licence to work for approximately 70 employers during each week-day in this period. Two part-time Prospects staff will continue to identify employment opportunities for offenders prior to discharge and a member of staff from Lambeth Council will also carry out this role for one day each week.
3) Deliver an efficient, quality service 3A: Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.	The commissioned regime at HMP Brixton from April 2014 will be informed by the segmentation data and interventions will be delivered and targeted as per Table 4B. Offenders will have access to a range of services and activities which will specifically address needs according to the Resettlement Pathways and this will be comprehensively described in the Reducing Re-offending Strategy owned by the Head of Reducing Re-offending. OVP (Violence predictor) & OSP (Sexual Predictor) segmentation data, along with 'time left to serve' data, will assist in focusing resources on priority cases. The annual needs analysis, led by the Head of Reducing Reoffending will also contribute to assuring us that the interventions offered are addressing the needs of the population as identified through the OASys process.
3B: 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.	The needs analysis will be routinely reviewed as a standing agenda item at quarterly Reducing Re-offending Partnership Meetings alongside feedback from complaint data, MQPL, HMIP and PCC meetings. The Head of Reducing Re-offending will constantly review the delivery of interventions and services with the support and advice of SMT colleagues to ensure that they are efficient and of a suitable quality.

	Sex Offender Treatment Programmes and Thinking Skills Programmes delivered at HMP Brixton in 2014/15 will continue to be internally and externally audited to strict standards as per national policy and as required by the Key Performance Targets. However, the Head of Reducing Re-offending will use feedback from offender complaints, prisoner consultative committees, Ofsted and Care Quality Commission feedback during HMIP visits and feedback from the IMB to monitor the quality of the interventions. Quality checks will be carried out by the Business Hub Manager each month on a sample of answers to offender complaints to ensure that relevant information is fed back to SMT and so that corrective action is taken. Data about offender complaints will be fed back to the SMT in the monthly report from the Head of Corporate Services. The Head of Reducing Re-offending will also monitor where, with whom and how often information on quality is shared and they will put in place systems for identifying both good practice and problems with quality. The Head of Reducing Re-offending will also make sure that contingency plans for dealing with issues such as staff absence and training which are likely to impact on quality are in place and ready to be implemented. The monthly Quality Assurance Meetings chaired by the Head of Learning and Skills will monitor the delivery of the education contract and then communicate feedback to the contract manager at regional office. Every week day at the Governor's 9am meeting a report will be read out by the education contractor giving an update on the previous day's performance against targets and providing explanations about any under-performance.
4) Ensure delivery is matched to population, purpose and NOMS outcomes 4A: 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	Table 4A summarises the core offer available to all offenders at HMP Brixton and Table 4B describes the establishment's key segments and which offender services are targeted at. This segmentation data was from the most recent extract available from NOMS which was March 2013. Tables 4A and 4B give a clear and consistent account of services and their targeting in line with commissioning intentions and they explain the difference between 'core' and 'additional' rehabilitation services on offer at HMP Brixton and how segmentation data is used to define subgroups of offenders. HMP Brixton is a Cat C/D Resettlement prison in the heart of South East London and therefore whilst there are opportunities for resettlement for all offenders being discharged at the end of their sentences there is also strong competition for employment, housing and other services. However, HMP Brixton is establishing a reputation as an outward looking organisation that is forming effective working relationships with statutory agencies, London councils and local and national employers to address the risks and needs of offenders. The targeting of interventions and services for offenders will be based on needs and risks assessed via OASys and since HMP Brixton as a Resettlement Prison will only be required to hold offenders who have received sentences of at least 12 months then all prisoners will receive an up to date OASys. The risk management strategy at HMP Brixton will be based on partnership between the OMU, Security Department and others as required, so that all risk information is shared appropriately.

	The targeting of risk management activity for offenders at HMP Brixton will be in accordance with assessed risk of harm they pose and Offender Supervisors will work with Offender Managers to ensure that OASys assessments are completed and reviewed and that suitable referrals to support services are made prior to an offender being discharged. The Head of Reducing Re-offending will work with the Head of Offender Management to monitor the targeting of resources across the offender population with a view to decommissioning services that are no longer required or identifying new services for OASys identified need. Personal officers will support offender supervisors in assessing how individual offenders are engaging with their sentence plans by making regular NOMIS case notes to supplement the contact that offender supervisors have with their offenders. Offenders subject to the highest levels of risk management, which include monitoring of communications and discussion at inter-departmental risk management meetings, will be prioritised for the most intensive levels of support and interventions by offender supervisors.
5) Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes **5A:** individual need and characteristics are identified, assessed for significance and monitored **5B:** information on individual need and characteristics is used to sequence and adapt service to individual need	After arriving in Reception at HMP Brixton all prisoners will be assessed by Healthcare staff and officers and initial screening will be used to identify prisoners with immediate needs, e.g. • Offenders with mental / physical health and learning difficulties; • Offenders who pose a risk to others using the Cell Share Risk Assessment; • Offenders at risk from suicide or self harm; • Foreign national prisoners who require telephone translation services via the national contract; • Offenders requiring segregation for their own protection; • Offenders requiring a Personal Evacuation Escape Plan due to a disability. Information will then be shared as per national policy so that risk can be managed by staff and managers and so that suitable support can be given to offenders. During the Induction process all offenders will be given a full explanation of the Discriminatory Incident Reporting Form (DIRF) process and the Equality policy alongside information regarding resettlement services and activities that they can engage in at HMP Brixton. The Equalities Officer delivers a written equalities questionnaire which is completed by all prisoners during their induction period and this covers all of the nine Protected Characteristics and all of the relevant information is then entered on to NOMIS. The Equalities Officer will then carry out any follow-up actions that are necessary, e.g. ensuring that a disabled offender has access to all services. The Equalities Officer then writes reports based on the current data which are then presented at the Equalities Action Team (EAT) Meetings for the Governor. This data is also submitted to the Equalities, Rights & Decency Group who also receives regular reports based on current data gathered by the Equalities Officer.

5A: individual need and characteristics are identified, assessed for significance and monitored	Representatives from all departments across the prison including Chaplaincy staff will meet all new receptions and referrals will be made for follow-on actions to meet identified Resettlement Pathway needs including accommodation, employment, finance, drug use and mental health assessment. HMP Brixton runs a Drug Recovery Wing and offenders will be identified on Induction to be placed on waiting lists to be moved to the DRW. Individual educational needs analysis will be carried out for all offenders in the first few days after they arrive in the prison and this will inform the type and level of educational activities that they engage in at HMP Brixton and provide a method of planning the support for prisoners with learning disabilities. As a Cat C/D Resettlement Prison HMP Brixton will hold offenders sentenced to at least a year in custody and therefore all offenders must have an OASys assessment when they arrive and this document will be reviewed by their offender supervisor taking in to consideration any identified needs that any individual prisoner has. The offender supervisor will be responsible for making referrals so that suitable support and intervention can be provided to meet identified needs. The Head of Safer Custody and Equality will take lead responsibility for ensuring that the Equalities policy is properly embedded in all aspects of prison life, that a multi-disciplinary review of the policy takes place each year and a timetable of Impact Assessments approved by the Governor takes place as agreed. Impact Assessments will be carried out by SMT members to ensure that all services, interventions and activities available in the prison are equally accessible to prisoners as per the nine Protected Characteristics listed in the 2010 Equality Act.
5B: information on individual need and characteristics is used to sequence and adapt service to individual need	The impact assessments will review how services and risk management activity will be sequenced and adapted in order to meet individual needs and to maximise the benefit of those services to offenders. The IAs will also examine regime design, communication styles, how any reasonable adjustments required by the law will be implemented and how individual needs and characteristics are effectively identified, assessed, and monitored to see whether any improvements can be made. The bi-monthly Equality Action Team (EAT) Meeting chaired by the Deputy Governor and attended by staff and prisoner representatives from across the prison. The standing agenda will include trends and required actions identified by the SMART monitoring; DIRFs submitted in the previous period, progress with the Equalities Action Plan and progress with co-ordinating special events such as Black History Month and Ramadam. Data from SMART monitoring could lead to further analysis being undertaken by the Equalities Officer or specific prisoner consultation events being organised. The Head of Safer Custody and Equality will work with the Equality Officer to ensure that DIRFs available on all wings and so that offenders are aware of this method of reporting any staff on prisoner or prisoner on prisoner

	incident. The Equalities Officer will investigate each DIRF submitted and speak to all parties involved and then they will make recommendations about any actions that need to be taken and these recommendations are then submitted to the Governor who then makes a final decision on any actions required. The Equalities Officer will co-ordinate support / advice / consultation groups (e.g. with foreign nationals and older prisoners) and they will work with the Head of Safer Custody and Equality to be the main contact for UKBA to facilitate contact between UKBA staff and prisoners. Equality will remain a standing agenda item at the bi-monthly Prisoner Consultative Committee chaired by the Governor and the Head of Safer Custody and Equality will present a report to SMT about his remit including a detailed analysis of the monitoring of relevant individual needs and characteristics. The 'Challenge It Change It' Equalities training will be delivered to staff and contractors via the Civil Service Learning website and managers will be responsible for ensuring that their staff complete it at least every three years and the Head of Safer Custody and Equality will take lead responsibility in the prison for this action.
6) Deliver priority national or specialist services 6A: Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders. Ensure referral, where appropriate, to interventions (including Channel), structured assessment (including Extremism Risk Guidance (ERG22+) and structured interventions including Healthy Identity Intervention (HII)) and, within prisons, faith-based	In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Brixton will ensure delivery in the key thematic areas of: Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement. HMP Brixton will ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year are implemented within reasonable timescales. The Head of Security will ensure that any intelligence pertaining to extremism is gathered, developed and action is taken on it in a timely manner and in line with mandatory policy. Any intelligence received will be shared with RCT teams in a timely manner to support case management and information sharing with key partners (CT Policing) will be achieved in a timely and defensible manner. A programme of CT specific briefing programmes will be delivered to staff from April 2014 onwards. The monthly Pathfinder Meetings will be chaired by the Deputy Governor and they will continue to take place after the monthly Security Committee. The Pathfinder Meetings will use a structured case management approach in line with mandatory policy and the risks of individual prisoners subject to Pathfinder will be managed according to the risks and needs they present and actions arising from the Pathfinder Meetings will take place proactively and

programmes (including Tarbiyah & Ibaana) according to offender risk and need.	promptly. The Pathfinder case management process will share appropriate information with the Offender Manager and Offender Supervisor to ensure that where relevant OASys assessments include the correct information. Referrals will be made where appropriate, to community interventions including through Channel and for structured assessment such as the ERS and ERG22+. HMP Brixton's Imam is trained to deliver Tarbiyah but there are no plans to deliver this programme in 2014/15. Our Imam has not been trained to deliver Ibaana and there are no plans to deliver this programme in 2014/15 at HMP Brixton

6B: Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where in-house capacity does not exist	HMP Brixton will develop and implement a plan during year one for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ). The plan will focus on developing;
	
	• Awareness of RJ amongst relevant staff groups
	• Partnerships with organisations and local commissioners to support delivery of RJ
	• Infrastructure to support delivery, including development of;
	  • a single point of contact for RJ
	  • agreed referral processes with partners
	  • processes which contribute to suitability and risk assessments
	  • appropriate gate procedures for entry into the prison of victims and other participants
	  • appropriate rooms are available for the conference to take place
	  • integration of RJ into sentence planning
	
	See Development Objectives (Table 6)

6C: Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of	HMP Brixton does not hold remand prisoners so a bail strategy will not be in place in 2014/15. The Head of Offender Management will continue to develop an HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address will be offered accommodation through BASS in accordance with PSI 25/2013 and Annex I of PSO 6700 (Home Detention Curfew). BASS accommodation will be considered as an option when non-BASS HDC placements are not assessed as suitable. The HDC strategy will stress the importance of liaison with the offender manager and HDC referrals to BASS will be delivered from within

Bail Accommodation and Support Service.	existing resources. The Head of Offender Management will establish improvement objectives where outcomes are substantially below the expected or historic level for the institution and they will take action to improve performance using the data released to the Performance Hub each quarter showing HDC referrals to BASS, rate of Conversion to BASS Placements and number of successful placements including trends over the previous two years.
6D: Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.	An MTT benchmarked regime and staff profile was implemented in January 2014 and as part of these developments the first ONE3ONE Solutions workshop at HMP Brixton opened. HMP Brixton has a very small physical footprint and until a new activities building was built in 2013 there were not any workshops but as part of the revised 'core day' and HMP Brixton's role as a Training and Resettlement Prison the focus is on providing prisoners with meaningful work that replicates a normal working week. The relevant workshop data for 2014/15 can be found at table 8(a) but this workshop will have an operational capacity of 40 prisoners from the G Wing which is our Vulnerable Prisoner Unit. The workshop will provide activity for older and less mobile prisoners who will be breaking down and recycling printer cartridges. However, the Bad Boys Bakery will provide 20 full time activity places and The Clink restaurant will provide 28 full time activity places and although both workshops will provide transferrable skills, experience and qualifications they are social enterprise organisations not linked to ONE3ONE Solutions.
6E: Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	From April 2014 HMP Brixton will deliver two court video-link suites and two Probation video-link suites which can be booked via the Official Visits Booking Clerk. Although HMP Brixton does not serve the courts by holding remanded prisoners there is sometimes a need for an offender to attend a court hearing for a civil matter or a confiscation order. HMP Brixton will work in partnership with CJS and OM agencies to book video facilities and booking arrangements will be advertised on the establishment home page. The booking of video-link facilities is managed by the Head of Operations via the Visits Booking office and video-link sessions area available on Tuesdays and Thursdays only. Local process already in place will ensure that video-link usage will be reported via on line VL2 utilisation reporting form and HMP Brixton will facilitate 100% of demand for video hearing from courts subject to operational and technical capacity. Video-link facilities will be used to support OM engagement with prisoners and their legal representatives if at all possible.

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	From April 2014 onwards we will have a clear strategic vision including a shared understanding of outcomes and priorities to create a truly rehabilitative culture enabling prisoners to effectively engage with the regime and associated rehabilitative services. From April 2014 onwards all departments will have identified business and performance objectives that work toward achieving this vision. Outstanding rehabilitative need will be identified and discussed with prisoners at induction and information on the services and activities available will be shared with all who work with the prisoner so that they can be encouraged and supported to engage with appropriate services. Risk management – all staff will make effective use of information sharing (such as the Observation Book, Daily Briefing Sheets and NOMIS entries) and monitoring mechanisms as part of their core tasks that contribute to a safe and secure, decent rehabilitative environment. This will also include ensuring that all information on the range of available rehabilitative services is maintained by the Head of Reducing Re-offending and is kept up to date. At HMP Brixton we operate an integrated IEP system that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity. We will introduce the Every Contact Matters agenda into our contract management and staff performance reviews. All contract review meetings and staff/manager bi-laterals will include discussions surrounding staff/staff and staff/prisoner relationships in addition to reviewing management information which can inform the strength of rehabilitative culture; for example - applications, correspondence, complaints and risk assessments. We will work with our regional HRBP and OD lead to explore how we might embed coaching principles into every day staff interactions. All offenders will attend a multi-disciplinary induction process including an education assessment and they will be assessed by staff from Resettlement agencies who will make referrals for further action based on assessed needs. All prisoners sentenced to at least 12 months will have their OASys reviewed by their Offender Supervisor and they will be allocated to activities or work based on their assessed needs.	Commissioned in partnership with region

Prisoners are made aware of their responsibilities in engaging with and accessing services	From April 2014 we will have a joint Statement of Purpose with all our delivery partners which embody our rehabilitative ethos promoting responsible citizenship amongst prisoners. This will be widely publicised within the establishment and all prisoners will be required to sign up to it on reception; it will then measured through mechanisms described below as well as being monitored through the IEP scheme. All staff (including permanent staff, those on fixed term contracts and partner providers) will be made aware of the prison's Statement of Purpose and of our rehabilitative ethos. This will be reflected in their contracts, job descriptions and via the SPDR process. We will measure the impact we are having by monitoring progress against sentence plan completions and take up of rehabilitative activities including numbers and types of qualifications and skills achieved. Through our Every Contact Matters agenda we will aim to ensure prisoners receive consistent messages. We further believe that creating a coaching environment within the prison will ensure that responsible citizenship is firmly embedded into our rehabilitative ethos. All communication with prisoners will be accessible and responsive to their diverse needs. All staff will be supported to ensure their engagement with prisoners is effective through our mandatory equality and diversity awareness training.	Commissioned in partnership with region
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	We will take active measures to promote and improve understanding of the importance of demonstrating pro-social behaviours and attitudes at all levels, and use existing internal communication and line management arrangements to help embed effective practice and encourage a culture of continuous improvement We will ensure there are clear links between the new Competency Framework, the prison, departmental and individual action plans as well as the more formal annual staff reporting mechanism to ensure there is consistency in the way we engage and support offenders. We will measure the impact we are having through assessing trends in adjudications, violence management and MDT data and longer term through the findings from external scrutiny such as MQPL and HMIP visits. Our bi-monthly prisoner council (The Queensland Meeting) enables us to identify where we may need to develop further, positive staff interaction with prisoners and this will be supported by smaller monthly consultation meetings run by wing managers. In collaboration with the regional HRBP we are currently exploring how we might embed coaching principles into every day staff and staff/prisoner interactions to create a pro-social culture which values growth and learning in both staff and prisoners.	Commissioned in partnership with region

Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	The revised education curriculum implemented at HMP Brixton in January 2014 was specifically designed to provide qualifications and skills which are required by employers in London. The curriculum design was based on labour market data provided by the external MTT Bench-marking Team and this informed a complete update to the range of activities for offenders available at HMP Brixton. From April 2014 HMP Brixton will offer 281 full-time education places as described at table 8C and 229 full-time employment opportunities in the prison. In addition to the activities available in side the prison HMP Brixton will send approximately 100 Cat D offenders out in to the community on temporary licence to work for approximately 70 employers. Offenders arriving at HMP Brixton will all receive an education assessment to ensure that they enter the curriculum at the correct stage and so that their personal educational needs are met. The Bad Boys Bakery will provide 20 full time activity places and The Clink restaurant will provide 28 full time activity places and although both workshops will provide transferrable skills, experience and qualifications they are social enterprise organisations not linked to ONE3ONE Solutions. Both workplaces will provide a focus on developing skills for employment during the latter stages of a custodial sentence. The Head of Reducing Re-offending will lead a proactive strategy involving working directly with local employers to expand the numbers of offenders being discharged in to employment and to increase the offenders working out in the community whilst on temporary licence. Employers will be invited to attend the prison to hear about the skills and qualifications that offenders discharged from HMP Brixton will have to offer and job fairs will take place to inform offenders about the opportunities for employment and support available to them as they approach their discharge date. There will be several mentoring organisations engaging with offenders at HMP Brixton to provide support and information as they prepare to be discharged in to the community. St Giles Trust mentor offenders via their ‘Through the Gate’ programme; the Hestia organisation also provide a mentoring service called ‘Back on Track’. Other organisations offering similar support are Only Connect and Mosiac which is specifically targeted at young Muslim prisoners. The Head of Reducing Re-offending will monitor the performance of these organisations to ensure that they offer a service to all offenders and so that there is not a duplication of service. The C Wing ‘Just The Job’ project overseen by Head of Reducing Re-offending and monitored via weekly meetings provides a co-ordinated approach to ensuring that all of the employment opportunities for prisoners who have access to RoTL are advertised so that Cat D offenders have the opportunity to apply and be interviewed for jobs. HMP Brixton will send approximately 100 offenders out in to the community on temporary licence to work for approximately 70 employers during each week-day in this period. Two part-time Prospects staff will continue to identify employment opportunities for offenders prior to discharge and a member of staff from Lambeth Council will also carry out this role for one day each week. Employment and Benefit Advisors – prisoners will be given access for assistance in finding future job prospects or for support onto the DWP work programme and in applying for job seekers allowance.	Co-commissioned national contract - DWP co-commissioned National SFA Co-commissioned local

Prisoners can access services that enable them to manage housing needs created as a result of their custody.	St Giles Trust provides a housing advice casework service and they will ensure that more than 80% of offenders are discharged with accommodation when they leave HMP Brixton. Two full –time workers lead a team of orderlies to manage the case load and Cat D offenders will work for St Giles in the community to assist. St Giles Trust is based on C Wing and they attend all Resettlement Partnership Meetings and the prisoner induction process.	National commissioned Contract
Prisoners can access services that enable them to seek settled and suitable housing for release.	St Giles Trust provides a housing advice casework service and they will ensure that more than 80% of offenders are discharged with accommodation when they leave HMP Brixton. Two full –time workers lead a team of orderlies to manage the case load and Cat D offenders will work for St Giles in the community to assist. St Giles Trust is based on C Wing and they attend all Resettlement Partnership Meetings and the prisoner induction process.	Regional contract co-commissioned
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	In 2014/15 DWP Employment Benefit Advisers (EBAs) will be based in HMP Brixton and they will have carry out private interviews with offenders in the Official Visits area. The EBAs will be invited to take part in the Induction process which all prisoners will be required to attend when they have arrived in the prison The EBAs will have access to broadband lines and telephones to enable them to take advance claims for Jobseeker's Allowance and to make referrals to the Work Programme. The roll out of both Transforming Rehabilitation and Universal Credit will increase the number of DWP staff and hence the resource needed in the prison and this will be managed by the Head of Reducing Re-offending.	Locally Co-commissioned

Prisoners can access available services which enable them to address their family welfare and family support needs.	In 2014/15 1.5 full-time family support workers will be supplied by PACT to deliver casework, support, advice and programmes to offenders and their families. These family support workers will work alongside another family support workers provided by other funding to help offenders to reduce conflict in close relationships, develop positive relationships, develop strong and supportive family ties, improve family and intimate relationship, and develop confident and responsible parenting behaviors. The Head of Reducing Re-offending will provide the visible leadership and support for work in this area. The voluntary sector organisation Spurgeons is contracted at a regional level to provide Visits Centre services at Brixton which include family days and supervised play in the Visits Hall and the Head of Operations will continue to supervise and develop the work that Spurgeons deliver in this area to maximise the support for offenders to improve relationships with their families. In 2014/15 HMP Brixton aims to release up to 100 offenders every weekend on town visits and home visits so that they can strengthen relationships with their families and to improve their chances of desistance in the future. Lambeth Debt and Benefit Centre will provide a member of staff two days every week in this period to provide advice and support to offenders at HMP Brixton. The work of the DWP Employment Benefit Advisers described at 2B will also make a vital contribution to supporting offenders and their families.	Locally commissioned services
Prisoners have equivalence of access to health services in custody as in the community.	HMP Brixton will ensure that offenders will receive equivalent access to health services available in the community. Offenders held in custody at HMP Brixton will be also able to access treatment, services, advice and support around drug and alcohol needs. Working together with NHS and Local Authority Health substance misuse providers will continue to develop and implement local delivery arrangements in line with the National Partnership and Co-commissioning Agreement and the Enablers of National Co-commissioned Services specification and this includes the continued development and implementation of Local Delivery Agreements which will take into consideration the future role of Community Rehabilitation Companies in supporting rehabilitation outcomes and continuity of care through the prison gate. On reception, prisoners current health needs assessment will be reviewed and they will be subsequently signposted and supported in tackling any additionally identified needs. Prisoners will be provided with the contact details for existing community health related services Prisoners will have access to Primary and Secondary health services, including mental health services, commissioned through Health including: Doctor-GP service, Dentist, Nursing care, Optician, Physiotherapy	National Co-commissioned NHS England Local Authority Director Public Health Co-commissioned

Prisoners can access treatment, services, advice and support around drug and alcohol needs.	On reception, all prisoners will have an individual health assessment and any essential immediate clinical needs will be met but offenders requiring stabilisation and detoxification including observation cannot be accepted at HMP Brixton. Prisoners on drug maintenance will receive an ongoing clinical and psychosocial support based upon the needs of the prisoner and a Drug Recovery Wing will be delivered on A Wing supported by a multi-disciplinary team. Any prisoner requiring support for their addiction will be allocated a drug worker who will work with their personal officer and offender supervisor to make suitable resettlement plans for the prisoner's release. The prison is engaged with Lambeth PCT in order to ensure that prisoner needs are understood and the commissioning strategy is suitable. Prisoners will be provided with 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 Locally Commissioned / Co-commissioned
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	HMP Brixton 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 will be provided with the contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse and this will be facilitated by offender supervisors.	Local Authority Co-commissioned
Prisoners who have been sex workers can access services that offer them advice and support.	HMP Brixton 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 will be provided with contact details and enabled to engage with existing appropriate community based services that support sex workers and this will be facilitated by offender supervisors.	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 it 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	**728**	Alcoholics Anonymous Groups – to maintain abstinence from alcohol Narcotics Anonymous Groups – to maintain abstinence from narcotics Smoking Cessation Support Groups – to provide support and develop abstinence from smoking Healthy eating programme – to provide education, advice and support to reduce obesity FBD OLASS living on a budget course – improving life management skills Recalls: Core rehabilitation services will be available to all fixed term and standard recallees. For those subject to a standard recall, we will also ensure that they have access to appropriate case management to support their ability to make representations to the parole board, irrespective of their OGRS score. We will ensure this group can engage with rehabilitation services as listed in table 4a to enable their earliest and safe re-release.	AA: 1 group on each wing each week NA: 1 group once a week – accessible to all interested offenders Smoking cessation: 1 group each week in healthcare 10 places at any time – roll on roll off. 3 courses annually – 20 per course

Sexual Offenders	**All sex offenders: 176** **Of whom 119 are low OSP;** **and 25 are high OSP but low OGRS** **10 are both OGRS >50 and higher OSP**	HMP Brixton is a regional SOTP site which delivers the Core SOTP accredited programme three times per year and Healthy Sexual Functioning twice each year. Where OASys has not already been completed, we will prioritise sexual offenders for early OASys completion and subsequent reviews, (as well as violent offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve). All sex offenders will be assessed using RM2000 to establish their risk of sexual reconviction, where this has not already been done. Low RM2000: not referred for assessment for SOTP unless they are indeterminate sentence, mandatory or discretionary life sentenced prisoners or are identified to be intellectually disabled (e.g. an IQ between 60 and 80 and adaptive functioning deficits) Medium RM2000 or above: We will provide 10 TSP places per year to sex offenders who have medium RM2000 or above and are not suitable or are ineligible for SOTP.	25 SOTP Core completions 2 Healthy Sexual Functioning completions TSP: <10 completers (of the commissioned establishment total of 36 completions) will be sex offenders
Violent offenders	**All violent offenders: 164** **Of whom 14 are low OGRS** **102 are OGRS 25-50 and Medium or above on OVP (30 and above)** **4 are OGRS 50+ and high OVP (60 and above)** **9 are OGRS 50+ but low OVP (below 30 on OVP)** **13 are OVP > 60**	Where OASys has not already been completed, we will prioritise violent offenders for early OASys completion and subsequent reviews (as well as sexual offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve). We will take OVP into consideration when targeting activities and services for violent offenders. For TSP, we will also include OGRS 25 – 49% violent offenders as we have enough places on TSP to cover their need, though first priority will be given to the 50+ OGRS violent offenders Where we have violent Offenders with an OVP score above 60% (and long enough left to serve), we will assess them, with assistance from the regional Psychology team, for SCP and transfer them to an appropriate prison when they are suitable. Where they do not have sufficient time left to serve, or where SCP places are not available, they will be prioritised for RESOLVE. DV offenders: we will further assess all offenders with a DV flag on OASys, using SARA. Where their risk is above 'low' we will assess their suitability for a DV intervention and transfer them to an appropriate prison when they are suitable. For those DV offenders that are high risk on the SARA assessment, we will also prioritise offenders from this group for higher intensity risk management including monitoring of visits, effective sharing of intelligence with external partners, and, where necessary monitoring of correspondence.	TSP – 36 completers in total across the population, the majority of whom will be violent offenders

Indeterminate Sentenced Prisoners (ISPs)	**49** **Of whom 17 are convicted of violent offences And 3 are convicted of robbery**	The intensity of case management for ISPs will range from medium to high and will vary over the course of their sentence, with highest levels of intensity around key events such as preparing for moves to open conditions. Intensity of case management for ISPs will also vary according to the level of risk the offender presents (including risk of reoffending, violence, sex offending etc). Bi-annual one to one case management sessions will be staged around key events in their sentence will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks, and helping the offender plan next steps. Offenders who are approaching earliest release date offenders will be prioritised for access to interventions although consideration on a case by case basis where this means that a determinate prisoner could be released without treatment.	
Low likelihood of any reconviction OGRS 0- 24%	**210** **Of whom 25 are violent and 14 of these are also low on OVP** **Of whom 20 are convicted of acquisitive offences** **And 29 are convicted of drugs offences** **Most of the acquisitive/drugs offenders have 4 years + to serve.**	Low intensity case management for offenders in this OGRS band except for violent offenders with OVP of 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners. Low intensity case management includes: Offender Supervisor review of sentence plan, a drop-in surgery for offenders to attend brief appointments/check on progress in engaging with rehabilitation services. Offender Supervisors will make use of their time on wing supervision duty to speak to offenders on their caseload. We will put in place an approach based on 'Every Contact Matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation, and feed back on any relevant contact to the OMU and Offender Supervisors. Risk management – security considerations inform decisions about the targeting of risk management activities as does the offender's risk of serious harm rating (regardless of their OGRS band). • Our minimum risk management approach for all offenders is based on partnership between the OMU, Security Department and others as required, so that all risk information is shared. • Medium ROSH ratings prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison and restricting/monitoring visits where necessary. • High/Very high ROSH ratings are prioritised for highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern. Offenders within this OGRS band will have access to the core rehabilitative offer as per table 4a. In general, no additional rehabilitation services are offered to offenders in this OGRS band (see specific approaches above for violent offenders, sexual offenders and indeterminate sentence prisoners).	

Medium likelihood of any reconviction OGRS 25-49%	**200** **Of which 12 are recalls**	Low Intensity case management will be provided (as described in 0-24% above) for offenders in this OGRS band, except for violent offenders with OVP 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners. Additional Accommodation, Employment, Families and FBD services (as listed in OGRS band 50-74% box) – Offered to offenders within this OGRS band where spaces are not taken by higher OGRS offenders. Offenders in this risk band will be considered for TSP but will not secure a place above someone with a higher OGRS score.	
High likelihood of any reconviction OGRS 50- 74%	**235** **Of whom** **26 are recalls**	Medium Intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP 30%+, sex offenders with a RM2000 above 'low' and all indeterminate sentenced offenders for this level of service. Medium intensity case management includes: one to one supervision, recognising achievements / reflecting on setbacks and planning for positive change, motivation to maintain or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for those closest to release date, where key work/activity is still required. Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release. TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP. Acquisitive offenders: We are working with co-commissioning partners to ensure that acquisitive offenders who need drug treatment are able to access it. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment. Accommodation: St Giles Trust provides caseworker service as per regional contract Employment: OLASS provision of employability skills including CV writing and interview techniques • St Giles – mentoring support to gain employment Families • Family days/child centred visits – (all offence types) to develop and maintain family contact and enable consolidation of learning from parenting and relationship skills courses. • Parenting and relationship skills courses • Maintaining family relationships – home work clubs, Story Book Dads • Family engagement services – specific case-work as part of LA initiatives	Approx 10 TSP completers will be from within this group 25 places per year Up to 45 places per year 250 places per year Quarterly family days 25 families per event 3 courses annually 16 per course

Very high likelihood of any reconviction OGRS 75-89%	**80** **40 convicted of acquisitive offences**	Highest intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP over 60%, sex offenders with a RM2000 above 'medium' and indeterminate sentenced offenders approaching tariff or a move to open conditions. Highest intensity case management is as medium intensity but with more frequent / longer supervision sessions (with a clear purpose linked to the aims of the sentence plan), and active advocating for offenders where they may need help in accessing services to reduce re-offending.. Acquisitive offenders: The prison is engaged with Public Health England in order to ensure that prisoner needs around drug misuse are understood and the right services are available at HMP Brixton. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment. Short sentence prisoners: those that are nearing the end of their sentence will be prioritised to access rehabilitative services to support their resettlement needs. TSP: Non-acquisitive offenders in this OGRS band are offered assessment for a place on TSP. Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).	Approx 20 TSP completers will be from within this group
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	**3 – all convicted of acquisitive offences**	Over 12m - Highest intensity case management – as medium intensity but with frequent / longer supervision sessions (but with a clear purpose linked to the aims of the sentence), including commissioning specialist one to one interventions as required, active advocating for offenders where they may need help in accessing services to reduce re-offending. Where resources allow, we will particularly prioritise the highest OGRS, OVP and RM2000 groups, and indeterminate sentenced offenders approaching a key stage in their sentence. As part of our case management approach for this risk group, offenders are referred to IOM services in the community for post release supervision and support. Short sentence prisoners: those that are nearing the end of their sentence will be prioritised for IOM and to access rehabilitative services that support safe resettlement. Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).	

Table 5: Accredited Programmes provided in the establishment		
Does this establishment deliver NOMS Commissioned accredited programmes?		Yes
Name of accredited programme	**Number of agreed starts** (expected for 2014-15)	**Number of agreed completions** (planned total for 2014-15)
Living Skills Programmes		
Thinking Skills Programme **(TSP)**	40	36
Total	**40**	**36**
Sex Offender Treatment Programme (nationally commissioned)		
Core Sex Offender Treatment Programme **(C-SOTP)**	27	25
Healthy Sexual Functioning **(HSF)** Programme	2	2
Total	**29**	**27**
Grand Total	**69**	**63**

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)**
2D	The prison will work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves. This objective is subject to the Care Bill being passed in to law.	
1C	Safely implementing the Benchmarking process and making a full transition to a Cat C/D Resettlement prison, hitting targets around MTT staffing levels and levels of work and activities.	
2A	Playing a full and strategic part of the national reconfiguration project, working with new and existing establishment partners to offer proper progression to offenders on their custodial journey.	
2A	As one of the identified resettlement prisons, we want to be at the forefront of working with Community Rehabilitation Companies' to deliver "Through the Gate" services. A strong part of our vision for Brixton remains the engagement with local communities and we want to champion best practice around release and discharge back into our local boroughs.	
1A	Key to our success is striving to regain our Level 3 performance status and we will be focused on performance throughout the coming reporting year with a heavy emphasis on the forthcoming HMIP visit that is likely to take place in late summer/autumn 2014. We will also target sickness levels and the MDT rate going forward.	

2H	The Clink restaurant opening at the end of Feb 2014 and the expansion of the Bad Boys Bakery will make Brixton a catering hub in terms of learning opportunities for offenders and will offer real and tangible job opportunities for them at release stage. The two facilities will also raise the profile of the prison enormously as members of the public come in to eat on site in what is likely to be a spectacular 'a la carte' restaurant. It will also cater for staff lunches and breakfasts, offering much needed on-site facilities for the staff group.	
2A	The Head of Learning and Skills will co-ordinate a data collection strategy to ensure that all service providers record the work and outcomes they achieve with offenders and this then will improve the prison's performance against targets and prevent unnecessary duplication of services.	
2G	Expand and support the 'Just The Job' project to increase RoTL placements and links with employers thereby increasing opportunities for desistance.	
6A	For Offenders convicted under the Terrorism Act (TACT), and TACT-related offences, domestic extremist offenders, and those vulnerable to engaging in extremism we will: • deliver and embed policy and/or project development through existing regional structures; • Ensure that training and awareness is embedded among key staff groups; • Ensure appropriate use of interventions including Channel and ERS • Improve the RAG rating to 'amber / green'.	
1F	We will review and revise our supply reduction strategy to address a MDT rate that peaks and troughs at the moment- we will look at innovative ways of stemming the flow of substances into the prison that includes bolstering both therapeutic interventions as well as punitive measures to deal with the issue. The DRW remains a flagship service in the jail and will be evaluated as part of the DRW national projects in 2014, and will remain an integral part of the supply reduction plan. CBDT work will also be developed pending financial support from NHS London.	
2E	A new look visits hall will be worked on in 2014 that will provide freshly made healthy food and drinks for offenders and their families. This area will also be developed as a staff space in lunch and break times to meet the demand for on-site staff facilities.	
4B	The Governor will work with the SMT to ensure the use of custodial capacity delivers the most cost-effective configuration of places and meets the MOJ's strategic requirements and the needs of co-commissioning and delivery partners whilst reducing cost.	
6B	Restorative Justice- Brixton will towards developing the capacity to deliver RJ services during year 1 as set out in Table 3.	

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**	Yes
Early Days & Discharge - First Night in Custody	One-to-one welfare support is provided within courts/custody suites to address immediate needs of the prisoner.	Yes
Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	Yes
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	Yes
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks during the visits period.	Yes
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	Yes
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Visits - Services for Visitors	A Family Support Worker is available to support families.	Yes
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	Yes
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	Yes
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner.	Yes

Table 7d: Agreed delivery hours for specified services			
Service Specification	**Output**	**Agreed hours**	**Rationale (where hours are agreed above the minimum set within specifications)**
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification)	1hour daily	
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	3.29 hrs weekly	

8. Activity Places (Work and Prison Services)

* This workshop is still under negotiations with 131 and their provider (We Recycle Waste). Once it comes on line early in 2014 we will have much more accurate information.

Table 8A: Agreed Activity Allocations Places										
INDUSTRIES (ONE3ONE)	BRIXTON									
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
		0	0		£0	£0	£0	£0	£0	£0

Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	**Service Description**	**Maximum number of prisoner places per activity (planned per week total for 2014-15)**	**CORE HOURS PER WEEK**
HU1 Wing Activities		Nil	
HU2 Wing Activities		Nil	
HU3 Wing Activities		Nil	
HU4 Wing Activities		Nil	
HU5 Wing Activities		Nil	
HU6 Wing Activities		Nil	
Kitchen		26	28:15
Orderly Cleaners		6	28:15
Recycling Activity		8	28:15
Weekend Activity		Nil	
Works Department		14	28:15
Wing Cleaning		31	28:15
Other Occupations		144	28:15
Sub total		**229**	

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	English, Maths, ESOL	36 FTE	28.15
Core Education Classes	All other provision	220 FTE	28.15
Education Induction Assessment		25 FTE	28.15
Education leading to accreditation		256 FTE (this is a duplication of the above information)	28.15
PE Leading to QCA Qualifications	Personal trainer Award in health awareness First Aid Nutrition & health	12 FTE	28.15
Skills training leading to Accreditation	The Clink Bad Boys Bakery Main Kitchen All catering	74 FTE	28.15
ROTL	Various jobs	70	28.15
Prison Induction Courses/Interviews		Nil	
Sub total			28.15
Table 8 Total		412	28.15

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.

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)	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	
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)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP Resettlement	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	2.95
		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	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	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)	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 %	100.00 %
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												8	8				8	942
CU021	Offending Behaviour Programme (OBP) Completions												36.00	36.00				36.00	6,456.00

Regimes

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	

CU014	Training / Education on Discharge	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	10.50 %	
CU015	Employment on Discharge	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	22.50 %	
CU095a	Hours Worked In Industry																		

General

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