National Offender
Management Service

Annex to South West 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

Guys Marsh

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the South West 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 Guys Marsh**
Establishment type	**Trainer Resettlement**
Specialist function	
Security Category / Categories:	**Category C or lower**
Annual Operating Price	**10,061,526**

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	518
Operational Capacity	579

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

Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over) and starred up Young Adults (18-21) (subject to agreement with DDC)
Security Category:	Category C or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	No restrictions 35% 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 Guys Marsh 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 South West and the South East regions and receives most of its prisoners from local prisons, particularly Bristol and Exeter.This establishment is a Home Office Immigration Spoke prison and will hold FNOs that have identified by the HO as meeting deportation criteria

Table 2d: Population Assumptions – Estimated Background of the Population

OCTOBER 2014

	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	0	0	0	0	0	0	**0**
Prisoners sentenced to less than 12 months	0	0	0	N/A	0	0	**0**
Determinate prisoners serving 12 months or more but less than 4 years	0	0	238	N/A	N/A	0	**238**
Determinate prisoners serving more than 4 years	0	0	67	N/A	N/A	0	**67**
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Determinate and indeterminate Recallees	0	0	46	N/A	N/A	0	**46**
Non-criminals	0	0	0	0	0	0	**0**
Resettlement	N/A	N/A	150	53	N/A	N/A	**203**
Discretionary	N/A	N/A	25	N/A	N/A	N/A	**25**
Total	**0**	**0**	**526**	**53**	**0**	**0**	**579**
Resettlement	Yes	**Reset %**		35%	**Reset No.**		203
Specialist Function							

SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	**Response to Commissioning Intention**
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture.	
1(a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	We commissioned a piece of work with the regional OD specialist to look at current attitudes and morale in the establishment following a particularly difficult period of change. This resulted in the identification of six key areas for change, and subsequently led to a SMT away day where we discussed how we would support and engender a rehabilitative approach among all our staff and partners. The six areas for change are: • Morale • Officer Role • Staff Prisoner relationships • Safety Control • Understanding the Changes • Leadership We have further commissioned a 4 month project to establish an action plan for addressing these areas, and the first stage of this is a personal 1-2-1 guided development interview between every member of staff and one of the SMT. This will help us to identify what the term "every contact matters" means to staff at Guys Marsh, and to consider some of the specific challenges ahead to HMP Guys Marsh. The SMT have also established a common approach to communication and renewed our commitment to operate consistently across functions, and this has been communicated to staff via full staff meetings and internal notices. We have undertaken a significant redesign of our Safer Custody and Violence Reduction strategies. Although these are at an early stage, we have already identified that debt and the management of this are major barriers to safety. One of our Custodial Managers is undertaking a project as part of the aspire programme to establish systems to avoid prisoners getting into debt and

	to help manage those who have fallen into this cycle. We have already embedded a successful prisoner peer support scheme across many areas of the prison which is supported by Weston College in the delivery of a peer mentoring course. The prison council remains an opportunity for prisoners to engage productively with the prison management.
1(b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.	See Above
1(c) Efforts are made to ensure offenders experience the environment as safe.	We have a Head of Safer Custody and Equalities who leads a Safer Custody & Equalities team that consists of: • Safer Custody CM • Safer Custody AO • Equalities Officer • Safer Custody Officer • Violence Reduction Prisoner Rep • Safer Custody Rep • Equalities Prisoner Rep • Gypsy & Traveller Prisoner rep The prisoner reps are undertaking an Induction review with the aim of improving prisoner awareness of safer custody & equality issues. The Safer Custody Manager has implemented a quality control system for managing violent incidents. We hold monthly multi-disciplinary safer custody meetings where data and our management of violent incidents are reviewed. Prisoner reps attend these meetings and provide a prisoner perspective on safer custody issues. We have tasked a Psychologist to undertake a research project into the level of ACCT and victims on specific wings. The Safer Custody team have the following objectives: 1. To simplify our ACCT and violence Management procedures 2. To provide staff training on 'Induction to Safer Custody' 3. To improve our ACA Audit score 4. To improve our awareness and procedures for managing prisoners with mental health issues 5. To improve our relationships with partner agencies who support safer custody and equalities 6. To improve staff and prisoner awareness of violence management tools 7. To consider the use of technology to improve staff and prisoner safety 8. To develop an enhanced multi-disciplinary approach to achieving the effective management of violent incidents

	9. To brief staff at the monthly full staff meeting on safer custody and equality matters. 10. MQPL Action Planning is incorporated in the Equality Action Plan and Safer Custody Improvement Plan Formal discussions through the Safer Custody Meeting about perceptions and Invite the committee to look at haw we can positively raise the focus on Decency and Care for the Vulnerable.
1(d) Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.	The OMU will continue to partner VISOR nominals on request. IRMT meetings will continue on a monthly basis to ensure effective sharing of information between departments and with external agencies, in preparation for the release MAPPA nominals. The IRMT will also inform ROTL applications and decisions. Risk assessment processes for ROTL, HDC and re-categorisation will be streamlined and made simpler, avoiding duplication, but remaining robust and thorough. All OMU risk assessments will make reference to Risk of Serious Harm (ROSH) both in custody and in the community, identifying ways that the risk could be reduced of mitigated.
1(e) Intelligence is gathered, developed and shared in a safe and timely manner.	Mercury IT system is fully operational and all staff have been trained to use the system. The Security Department, using Mercury, is responsible for processing, analysing and assessing security information. This intelligence is used to inform risk assessment decisions. We hold monthly multi-disciplinary Security meetings, where intelligence is shared and priorities agreed. We have the following trained security staff in place: • Intelligence Analyst • Intelligence/Security Collators • LCPM and deputy • Security Manager • CHIS handlers • CHIS controller Governor Deputy Governor and Security Manager are RIPA trained We have an objective to recruit and train additional CHIS handlers in 2014/15 Monthly corruption prevention meetings are held involving key security staff, PIO and SBPIO
1(f) The availability of drugs and mobile phones in prisons is tackled	MDT figures at Guys Marsh have been higher than average for a number of years. We have seen some degree of success in reducing these figures after a significant investment in resources and relationships with key partners. Guys Marsh has a new Security team that has breathed new life into the task of disrupting organised crime at GM. We have recently recruited a new intelligence analyst to take a new approach to linking intelligence and working with the police to arrest those who attempt to bring in contraband.

	We have continued to develop working practices with Dorset Police in the management of local Corruption prevention and established a process of investigating assaults in prison to ensure that offenders are convicted of crimes that they commit whilst in custody. Over the next 12 months we will continue to liaise with the police and maximise the use of the local CHIS intelligence sources to disrupt organised crime within the establishment. We have worked hard with Dorset Police to combat the risk of drugs being smuggled through visits, and this has lead to 3 arrests in the past 12 months, and a custodial conviction for one visitor. Recommendations from the site perimeter risk survey that took place in conjunction with Dorset Police are being progressed including joined up work with Dorset Police which is currently well established and producing results. As a result of this survey anti-drug netting has been erected as appropriate based on funding. This deterrent will prevent parcels being received at ground level for prisoners to collect. ROTL has been a source of drug supply and we have reviewed and tightened up procedures in this area. Prisoners are now required to arrive back from ROTL earlier in order that searching can be thorough. We have successfully apprehended one prisoner in possession of drugs on return from ROTL, and this case is subject to ongoing court procedures. The management of the dog handler and our drug dogs is considered in all intelligence led searches where drugs and mobile phones are indicated. Mobile phone blockers have been sourced and are being used on units to prevent signals being received by offenders who choose to illegally use mobile phones in custody. To incorporate into our drug strategy the use of frequent testing for prisoners providing positive MDT for Class B and C drugs. MDT figures have fallen dramatically in the last 6 months and we are building on this success through our IDTS work and the management of contraband routes. Staff searches will continue to be carried out at random and in accordance with targets set out in the LSS. Covert testing is to be introduced to give assurance on the level and standard of searching carried out by staff.
1(g) Prisoners are prevented from continuing criminality from within prisons.	As stated above our relationships with Dorset Police and Wessex CPS are well established. The Governor also sits on the Dorset Criminal Justice Board for all Dorset prisons. We have ensured that local incidents of violence and criminal damage are subject to internal or external sanctions. We have implemented national arrangements for the recovery of monies for criminal damage, and 3 prisoners have recently been convicted for damaging the gym roof. Several other cases are ongoing. We continue to work with Police colleagues in Dorset and Avon and Somerset to combat serious organised crime. We are using the Mercury system to gather and share intelligence in a more focussed and targeted way. Law enforcement colleagues attend our month security meeting, and relationships with the PIO are excellent.
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners.	We have good partnership relationships with Through the Gate service providers such as Footprints, Barnardos and others. Partnership meetings are regularly held, and invites our partner providers to attend. With the implementation of “Resettlement prison” status we will further strengthen our ties with existing partners and forge new links with other service providers as we engage with them. Currently we operate within individual agreed service level agreements with our partners and we will continue to do this with our new partners as we engage with them, these will indentify information sharing routes and deliver integration within the

	establishment. Our partner agencies will be invited to attend the Reducing Reoffending meetings where we can discuss delivery and outcomes and decide on future plans of delivery that will match need and provide tangible outcomes for prisoners and the reducing reoffending agenda. We have redesigned our statement of purpose, vision and values and we are in the process of reissuing this to our staff and partners. In doing this we will communicate importance of joining up the whole system to ensure better outcomes for offenders.
2(a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.	We have redesigned our statement of purpose, vision and values and we are in the process of reissuing this to our staff and partners. In doing this we will communicate importance of joining up the whole system to ensure better outcomes for offenders. Prisoners on arrival at GM will have these needs identified via OASys and OMU interviews. Prisoners will attend the SIGMA course and during this, assessment and diagnostic tools are used by our partners Weston College and NCS staff. This provides early indication of the needs of prisoners as they arrive at GM. Segmentation data allows us to identify the needs of our population and provides another means to verify offending behaviour needs. On completion of this a set of objectives are identified and will include Learning & Skills needs and Offending Behaviour targets. To manage this we have weekly sequencing meetings (allocations) and identify which prisoners are identified for which courses; these are attended by partners. Weston College (OLASS 4) create their business plan based on this information. QIG meetings ensure quality of delivery is monitored locally and regionally where prison representative attend. Contract management meetings are held monthly with partner agencies and cover Education, substance misuse services and partnership agencies. Where offending behaviour needs are identified and there are also Literacy and Numeracy issues then sequencing of Education needs to support offending behaviour needs prior to offending behaviour work is considered. Commercial activity within Industries is also supported via Education with qualifications that support the delivery of commercial contracts. The Reducing reoffending meeting brings together all partner agencies to identify performance issues and ensure partner working relationships are maintained. Health Services and Psychosocial Services delivered by partners DHUFT have governance arrangements where we attend. Quality and delivery of service are ensured via this forum. Prisoner representatives sit within the Prison Health Action Group co chaired by the health provider and prison and looks at the quality of delivery of health services within the prison. We also involve prisoners as mentors and orderlies in Education, substance misuse services and offending behaviour programmes which allows for user involvement in decision making.

2(b) Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.	DWP attend Job Club interviews with prisoners 6 weeks prior to their release. Benefits advice is provided and paperwork raised in relation to benefits on release. Accommodation for DWP staff is provided which is private for interviews and has access to suitable IT. We have indication that future staff resources will be 2 x staff to deliver the roll out of Universal Credits and transforming rehabilitation access to suitable accommodation and IT will be provided and is available.
2(c) In England - work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and: Are informed by an up to date Health Needs Assessment24 taking account of the reconfiguration of the custodial estate including the creation of Resettlement Prisons Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis; Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services; Are implemented alongside efforts to reduce the supply of drugs and alcohol in to prisons and the diversion of prescribed medication.	We are currently working in partnership with NOMS co-commissioners and NHS England in the development of service specifications for Health, Mental Health, Substance Misuse Services and Psychosocial Services for the re-tendering of current provision. This is a Dorset Cluster approach and takes account of the needs of prisoners, in line with the National Partnership Agreement, to engage effectively in NHS England's re-commissioning of health and substance misuse services, which meet health and justice outcomes, during 2014/15. The expectation is that the new service specification will be in place by October 2014. Whilst this is taking place, existing services for Health and Substance Misuse is maintained and managed via Partnership Board meetings and Governance meetings and have prison representative. Quality of service delivery is managed via the above meetings. Ongoing service development is also managed via these forums. Existing Service delivery includes Drug & Alcohol Services delivered with partner agencies commissioned by NHS England. Local management delivery is reported via the Reducing Re-offending meeting. Substance misuse delivery is monitored monthly. An annual assessment of substance misuse and alcohol needs is completed annually and will inform the new service specification. Substance misuse providers and health provider attend local security meetings to align activity to promote recovery from addiction with efforts to reduce the supply of drugs and alcohol to the prison.
2(d) In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.	The South West has a Regional Development Objective to ensure: • The management of risks associated with the withdrawal of NHSE funds (which have supported enabling, discipline and other functions), is managed effectively. • Governors and DDCs engage appropriately with current and emerging partnership board arrangements in the context of the National Partnership Agreement. We will work together with local authorities to ensure that adult offenders 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.

	We will work with NOMS Health & Wellbeing Co-commissioning, neighbouring establishments, the local authority and NHS England to sign off a joint action plan by the close of Quarter 1; to lead implementation during Q2-4; the action plan will aim to ensure appropriate arrangements for screening and assessing eligible prisoners with social care needs are established and prepare for the anticipated provisions of the Care Bill from April 2015.
2(e) In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.	We have worked in partnership with Barnardos to improve relationships between the prison and prisoners and their families. We intend to continue to run our successful family visits days which are run in partnership with local authority colleagues and volunteers from a range of providers. We have been successful in referring a number of prisoner's families to local authority and voluntary support in Avon and Somerset. We have also worked hard to improve the visits experience by training staff in customer service, and speeding up the booking and reception process We aim to maintain and improve these relationships in 2014/2015, and we have secured some funding from Barnardos to continue the work we have started in developing a children and families focussed culture in our staff group. This work was started in October 2013 and the findings of the initial scoping study are being developed into a joint action plan which we hope to deliver in 2014/15. We are linked in to the Dorset, Yeovil and Bristol Troubled Families Initiative, and aim to develop this work strand further over the next 12 months.
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 Commissioning to support health and justice outcomes.	There is a Regional Development Objective continue to improve access to a pathway of new and existing services for male offenders at HMP Erlestoke with severe personality disorders informed by appropriate targeting,(i.e. men who present high risk of harm and high likelihood of committing further violent, sexual or serious criminal damage offences). Guys Marsh will identify such offenders and where appropriate arrange for them to transfer to HMP Erlestoke
2(g) In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and	The education contract is delivered by Weston College. We also work in partnership with NCS, and N-ergy group to deliver learning and skills to prisoners. In partnership with Weston College there is a monthly Regional Quality Improvement Group to which all partners are invited. The focus of this group is to improve quality of delivery for learners across the region and to develop a strategic cluster approach to the delivery of learning and skills in the South West region. These meetings are informed by a structure of local meetings taking place at Guys Marsh. These comprise a weekly OLASS 4 meeting, a monthly Weston/NCS/Prison meeting and a monthly Library/Weston/prison meeting. In addition to this there is a quarterly QIG to which all partners who have any delivery in the field of learning and skills are invited, for example, Programmes, Weston, NCS, N-ergy,

strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.	Kitchens, Industries, Gym, There is also a overarching Reducing Reoffending meeting held regularly which looks at the strategic delivery of all partners involved in this function. These meetings ensure governance arrangements are in place and high on the agenda. Labour market information is provided to Guys Marsh by NCS on a regular basis. This highlights local job opportunities and is one of the factors taken into account when business planning the curriculum for the year. A learning and skills needs analysis is carried out on an annual basis and this also informs the curriculum planning process for the year. In addition a regional employability survey is carried out to highlight the needs of prisoners and inform how we can increase employability skills for release. Funding allocations are dealt with on a regional level and this will be decided based upon a prison's performance. Flexibility of learning delivery is discussed regularly at the OLASS 4 meeting and examples of this include learning alongside undertaking a job, such as industrial cleaning while in post as a cleaner. We also have a teacher who delivers functional skills to the leaner in the workplace. This reduces the concerns of prisoners who are uncomfortable in the traditional learning environment and is especially popular with learners who are undertaking vocational courses such as bricklaying or painting. N-ergy deliver a number of NVQs in the industries workshops and can also be delivered while a learner is engaged in other work activity. Cluster leads are working together with lead governors to develop a regional curriculum in order that learners have the opportunity to develop skills as they progress through the prison system. This should remove the situation whereby a prisoner cannot find any new learning opportunities when they move to a new prison as the curriculum will be designed to complement that at other regional prisons. The implementation of the new core day ensures greater contact time for learners. Working in partnership with OMU who identify need and in partnership with residential services who ensure prisoners attend learning enables us to ensure that the right prisoners are given the right opportunities at the right time. Our partner agencies work hard alongside us to ensure that learners are able to access learning. This includes helping to recruit learners to courses by preparing marketing material and through face to face contact. Attendance at learning is monitored closely in partnership with providers and this is discussed at the meetings outlined above. In partnership with our education providers, Weston College, we monitor performance against the business plan on a weekly basis. This includes consideration of actual starts, completions and certifications against target, achievements against business plan, attendance against profile, and quality of curriculum delivery. Weston College work to a strict quality improvement plan and inspect the quality of OLASS 4 delivery on a regular basis. They have also offered to inspect Non OLASS 4 delivery which is an opportunity that the prison has taken up. At the weekly OLASS 4 meeting we also discuss the curriculum and if it is meeting need. If we are unable to fill a class we consider why and take steps to either fill it or replace it with a more suitable class. Halfway through the academic year Weston and the prison hold a business planning review meeting to consider whether the plan that we developed at the beginning of the year is still meeting learners needs and if not how we can change it to a more appropriate plan. Through Weston College All learners undertake diagnostic tests in English, Maths and, in the near future, also IT, on arrival at Guys Marsh which highlights their functional skills levels. Where there are needs in this area NCS will signpost the learner to develop their skills. NCS also assess other employability needs and wants. This enables them to give the prisoner guidance on the opportunities available to them while in custody which will help to enhance their employability prospects. The weekly Labour Board brings together Weston College, NCS, Learning and Skills staff and Labour control who consider all the available

	information on the newly arrived prisoners and allocate them to a suitable opportunity which will help them to enhance their educational and employability skills in preparation for release. Where a prisoner is keen to work but lacks adequate functional skills a decision is made about the best way to address this given the level of the learners needs. Often they are asked to complete a classroom based functional skills course in preparation for the other needs they have, but it is also possible for some learners to be placed into the work environment and for their functional skills needs to be addressed in situ, and in addition to the work they are undertaking.
2(h) In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.	Guys Marsh has a long standing, close working relationship with a local employer who provides a large number of employment spaces within the prison. This enables offenders to experience a real working environment. While they work in this area they are also encouraged to undertake qualifications in areas such as performing manufacturing operations, warehousing and customer service, through N-ergy. We provide ROTL opportunities with local employers such as a full time placement with Melbury Vineyards and a more local opportunity of working for a community interest company in the prison's Jailhouse Café. There are other opportunities available such as work in local charity shops. We also work closely with Weston College who have a development manager who is tasked with developing employer relationships with the prisons and creating opportunities for work both inside the gate and post release. Offenders who are shortly due for release are invited to a job club six weeks before release where they receive an individual interview with a member of DWP staff. NCS also carry out interviews prior to release to identify any employability needs that can be developed upon release. We have recently started a partnership with New Futures. They work with offenders throughout their sentence and arrange training and employment post release. New Futures have also introduced a peer mentoring level 3 course to the establishment which enables prisoners to work in this field post release. On the B4uGO course (held very shortly before release) offenders have access to the Virtual Campus which lists job opportunities across the country. Offenders are then able to apply for these jobs and if successful can attend an interview after release. All our partners are invited to the regular Reducing Reoffending meeting in order to develop understanding of needs and opportunities available.
2(i) In Wales - Continue to work with the Welsh Government and its devolved agencies to ensure alignment between offender services directly commissioned by NOMS and the Welsh Government's devolved responsibilities, to maximise outcomes for offenders, their families and local communities.	N/A
3. Deliver an efficient, quality service	

3(a) Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.	Targeting resources efficiently on evidence informed interventions is currently frustrated by a significant number of uncompleted OASys assessments for offenders arriving from local prisons. We intend to raise this with the DDC for a regional response. Over the last 12 months we have directed our provision of cognitive skills programmes away from those convicted of robbery and other which is in line with the current evidence that for this section of offenders, these interventions are of little or no benefit. We will continue to identify offenders suitable for Resolve and TSP using segmentation data and OASys. We will target offenders with robbery or acquisitive offences with OGRS scores of above 50, for the Challenge to Change programme also using segmentation data and OASys. We will continue to work in partnership with NCS and Weston college through the labour allocation weekly meeting using diagnostic tool to identify needs. This is completed with the prisoner during the SIGMA course in the prisoners first weeks at Guys Marsh. NCS also contact the prisoners 12 weeks prior to release to confirm work opportunities upon release. We in partnership with Weston college run the B4UGO course during the prisoners last full week in custody to finalise opportunities for release. It is not our intention to provide any programmes relating specifically to domestic violence offences. In the South West, HMP Erlestoke caters for this section with the Healthy Relationships Programme (HRP) and we would seek to transfer those prisoners assessed as needing to complete the course. For a large percentage of high risk domestic violence offenders, alcohol abuse is a risk factor. We will continue to offer multiple interventions relating to alcohol abuse including PAVP, 1 to 1 and group work through CARATS, in-cell work, the MARSH introduction to 12 step programmes and regular sessions with local Alcoholics Anonymous. Substance misuse services are currently delivered in partnership with EDP, AWP and DHUFT and provide a wide range of Substance misuse and Psychosocial services and support. This includes mental health, IDTS (detox) and substance misuse programs. These are targeted services for prisoners with identified needs prior to arrival at Guys Marsh. Assessment of new arrivals is achieved via the SIGMA program and prisoners and staff can refer to the Substance misuse team if concerns are raised. Prisoners nearing release receive further advice and links to appropriate community services are made where necessary. NA and AA services attend the prison weekly and provide a link to local diversion services. PASRO and MARSH courses provide substance misuse services for all prisoners. Prisoners identified with Mental Health or Learning disabilities are provided support based on needs to enable them to access these services.
3(b) Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.	All NOMS accredited programmes are auditable and subject to the CSAP process which provides robust assurance. The PASRO, MARSH and PAVP programmes are delivered through commissioned health and substance misuse services. These programmes are reviewed at the monthly Governance meetings. All OLASS accredited delivery is through education and managed by Weston. Assurance is given through the Quality Improvement Group (QIG), which meets quarterly and from the QIG, the Self Assessment Reports (SARs) are written annually. From this, a Quality Improvement Plan (QIP) is formulated and time-bound. All non OLASS delivery is also reported via this process and gives assurance that they are delivered with integrity and as planned. All delivery is reported back via the QIG, giving assurance that the quality of delivery is continually improved.

3(c) Review delivery where it exceeds the minimum requirements set in the NOMS Service Specifications.	Following the benchmarking process and the implementation of SBC we have not identified anything which exceeds the SBC delivery models.
4. Ensure delivery is matched to population, purpose and NOMS outcomes	
4(a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.	Guys Marsh was part of the Offender Management pilot for the delivery of the Manage the Custodial Sentence specification. As a result we have been using a tiering model to identify offender risk, in order to assign the appropriate level of case management. With the improved availability of segmentation data, we will aim to move to a model which uses this data to provide resource allocation and target rehabilitative services. Please see table 4b. It is evident that the segmentation data identifies 21% of offenders, who are in the target group for accredited OB programmes, are also in the last 6 months of sentence. This provides a significant challenge for effective sequencing, and will need to be closely monitored over the SLA period. It is worth noting that 62% of the Guys Marsh population have OGRS scores between 50 and 89. Regionally and nationally the equivalent segments equate to 50% of the population. 62% of Guys Marsh offenders are serving sentences for robbery and violent offences, compared to 47% nationally.
4(b) 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.	We will continue to monitor our segmentation data and work with our local feeder prisons, DDC, and PMU to ensure our prisoner population continues to match our stated provision
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes.	
5(a) Relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information is shared appropriately, proactively and sensitively across the organisation, and with delivery partners.	We will identify relevant individual needs and characteristics during the first night and early days processes. We have recently completed a prisoner self assessment survey, which we intend to repeat at 6 monthly intervals, the results of which are scrutinised by the equalities team as part of the equalities action plan We have established an equalities prisoner representative and a Gypsy Traveller representative, both of whom will be working towards improving awareness and relationships across the prison. Currently a range of providers and staff undertake assessments of prisoners at the start of their time at Guys Marsh, and on an

	ongoing basis. These assessments are undertaken by the Health provider, National Careers Service, Prison Induction Team, Labour Board, OMU, gym staff, chaplaincy, and others. We are confident that these assessments identify specific needs and signpost accordingly. This information will be updated on NOMIS and therefore shared with other departments with responsibility for managing the prisoner. We are working with our Health provider to ensure that all relevant information in respect of key individual needs and characteristics are shared appropriately. As stated we are also providing regular disability surveys. We discuss prisoner evacuation plans on a daily basis at the morning SMT meeting. Prisoners with complex needs relating to protected characteristics are also discussed as part of the Safer Custody meeting; additionally the EAP highlights any issues raised by relevant sources relating to views or actions required within the protected characteristics. The EAP is discussed quarterly at SMT meeting to ensure that we engage all SMT in the progress and the EAP is updated at Equality meetings. We are currently engaging the reps in undertaking focus groups relating to the characteristics and also setting up a 'Faith Forum' for faith characteristics to be enhanced. The safer custody and equality element of induction is currently being reviewed to ensure that each prisoner is given time to discuss their individual needs in regards to safer custody and equality is being undertaken, with a clear understanding that we provide the appropriate tools to the reps to signpost prisoners to the appropriate intervention.
5(b) Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services.	Please see above
6. Deliver priority national or specialist services	
6(a) Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need.	In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Guys Marsh will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement. We will ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year are implemented within reasonable timescale.

6(b) Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.	We have formed a working partnership with Dorset probation and continue to work alongside such partners to develop a working toolkit where all four Dorset Prisons will make referral processes to each other targeting 6 conferences within the Dorset county. This will have an immediate impact on our community and help tackle reoffending. Our qualified Restorative Justice (RJ) practitioners will continue to deliver victim-offender conferencing throughout 2014/15. In order to effectively manage our limited resource in this area, RJ referrals will be targeted. Violent and/or acquisitive offenders with clear victims and a medium/high risk of reconviction (OGRS score 25-74) will be prioritised for full RJ victim-offender conferencing. Our RJ facilitators will work towards 10 conferences for the year 2014/15. It is not possible to guarantee a delivery figure for RJ conferencing as experience shows that the process can end without a conference for many reasons, despite the well-intentioned efforts of the participants and practitioners. Should the participants choose not to meet face to face or our assessment of risk indicates this would be unsafe or counterproductive, alternative forms of indirect communication, e.g. correspondence, will be explored.
6(c) Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service.	Prisoners eligible to be considered for release on Home Detention Curfew will continue to be assessed in line with PSO 6700, taking into account changes brought about by the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012, detailed in PSI 43/2012. The replacement instruction PSI 25/2013 will continue to give guidance regarding accommodation and support services for bail and HDC.
6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.	There is a regional development objective to create a regional approach to this work with an overarching Commercial Contracts management team. They will work in conjunction with One3One solutions to consolidate the economically viable contracts currently in place and where BDG's expectations state and accommodation is available, additional economically beneficial and offender engaging work will be sought. We are currently in discussion with a company, Long Time Ventures, to increase the amount of commercial work in Guys Marsh.
6(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	Video link equipment at Guys Marsh is predominantly used by the OMU department to facilitate teleconferences for Sentence Plan Reviews, Post Course Reviews, Parole Boards and other progress hearings where the Offender Manager is unable to attend in person. In 2014/15 we will liaise with HMCTS and other external partners with a view to increasing our use of prison video links for court hearings.

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	• We are developing a strategic vision to create a rehabilitative culture enabling prisoners to effectively engage with the regime and associated rehabilitative services. • During Induction staff will discuss rehabilitation needs with prisoners. information on this is 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, handover / daily briefing sheets) 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 and up to date • At HMP Guys Marsh we operate an **integrated IEP system** that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity. • To embed the concept of ''Every Contact Matters'' we will roll out a series "back to basics" Communication Seminars to all staff. These will review how the Civil Service Core Competency Framework (CSCCF) maps to NOMS Vision and Values and statement of purpose and how staff behaviours and relationships between staff and prisoners can contribute to building our prison culture. • 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, risk assessments etc.	
Prisoners are made aware of their responsibilities in engaging with and accessing services	• We have a joint **Statement of Purpose** with all our delivery partners which embodies our rehabilitative ethos promoting **responsible citizenship** amongst prisoners. This is widely publicised within the establishment and all prisoners 'sign up' to it on reception; it is 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. • We will **measure the impact** we are having by monitoring sentence planning objectives including progress against sentence plan and 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 have given all staff a pocket sized card reminding them of our vision and rehabilitation priorities including some key staff behaviours that are likely to generate positive change in prisoners such as listening to what the key priority issues are, giving practical assistance in problem solving rather than solving the problem for them, encouraging prisoners that they can change and promoting a sense of personal responsibility. We further believe that creating the coaching environment (as discussed above) within the prison will ensure that responsible citizenship is firmly embedded into our rehabilitative ethos. • All communication with prisoners is accessible and **responsive to their diverse needs**. All staff are supported to ensure their engagement with prisoners is effective through our mandatory equality and diversity awareness training delivered by our Safer Custody and Equalities manager.	
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	• HMP Guys Marsh is developing a rehabilitative culture. We have started this process with the SMT and will conduct briefing events/workshops/meetings for staff. Success will be measured through the MQPL, HMIP, prisoner complaints and monitoring of IEP levels. • 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 challenge prisoners anti social attitudes, thinking and behaviour through the effective use of the IEP scheme and adjudications. • An SPDR will be opened on all staff and these will link to the new **Competency Framework.** Staff will be given development objectives to ensure there is consistency in the way we engage and support offenders. • Anti Social incidents and trends will be assessed at various meetings (security, safer custody, reducing re-offending, equalities and adjudication meetings). Each meeting will decide what actions and information need to be undertaken. SMT leads for these meetings will feedback to the SMT and this information together with external sources such as HMIP, MQPL will be used to determine our way forward. • **A prisoner council** exists, which is encouraged to highlight good practice across different units/departments within the prison – this enables us to identify where we may need to develop further, positive staff interaction with prisoners. • A prisoner community representatives meeting exists to discuss prison issues in a constructive manner.	
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	Guys Marsh provides weekly Job club interviews in partnership with Job Centre Plus and looks to provide suitable employment opportunities upon release. National Careers Service provides assessment and sign posting service in preparation for release. Disclosure advice is also provided during exit interviews with NCS. Advice on completion of disclosure is also provided at this point. NVQ assessment is provided by ENERGY and Weston college provides qualifications that are recognised by employers that will assist in gaining employment upon release. Under OLASS 4 functional skills are available for all prisoners to access. The level at which these are available range	

	from E1 up to level 2. Courses are available regularly and prisoners are identified for them by way of diagnostic tests which they undertake while on the SIGMA course, at the start of their time at Guys Marsh. Functional skills are also delivered in the workplace by Weston for those learners who wish to work while developing their functional skills, or who do not feel comfortable in the traditional learning environment. During SIGMA prisoners are also signposted to other educational opportunities and during their time in education are given details of employment solution scenarios which may be of interest to them. For example a prisoner who may have an interest in horticulture could be signposted to start work in Gardens to see if they enjoy it, then move onto Horticulture levels one and then two and then consider a distance learning course. While on these courses they will receive individual guidance from staff about how they could use their skills when released. This will all help to lead to potential employment upon release. Disclosure advice is available on the B4uGO course which all prisoners are allocated to attend in the week prior to their release.	
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	Guys Marsh in partnership with Footprints provides housing advice service to manage housing needs as result of custody. This is NOMS funded locally under contract until CRC is implemented.	
Prisoners can access services that enable them to seek settled and suitable housing for release.	All prisoners are able to access resources to support their accommodation needs approaching discharge. This is provided through our partner agency Footprints housing officer who sees prisoners 6 weeks prior to discharge and also during the B4UGO course (pre release). This ensures prisoners have the opportunity to access housing services in preparation for release.	
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	Guys Marsh working in Partnership with the Friends of Guys Marsh funds the Prisoner Effective Resettlement Coordinator as part of our provision in Finance Benefit and Debt service. This role provides advice and guidance on the management of debt whilst in custody. This service also assist / provide advice to prisoners on closing down of any benefits whilst in custody and sign post prisoners on how to restart benefits upon release. This is in line with the setting up of the universal credits system. Guys Marsh also provides prisoners the opportunity to open a Bank account with the CO-OP in preparation for release to enable better resettlement opportunity.	
Prisoners can access available services which enable them to address their family welfare and family support needs.	Guys Marsh working in partnership with Barnados and the Troubled Families initiative and we also provide family visits in partnership with the Forgiveness Project/Restore program. CM Partnerships manager provides the link and support for Children and Families. We have worked in partnership with Barnardos to improve relationships between the prison and prisoners and their families. We intend to continue to run our successful family visits days which are run in partnership with local authority colleagues and volunteers from a range of providers. We will deliver 4 x family visits per year to support this. Domestic Visits. We also provide 4 x social visit sessions per week as per bench mark model as part of a universal service that supports this out put.	
Prisoners have equivalence of access to health services in custody as in the community.	Guys Marsh working in partnership with DHUFT provides equivalence of access to health services within a custodial setting. If required, prisoners are able to access community treatment if not provided within Guys Marsh and our health service.	

Prisoners can access treatment, services, advice and support around drug and alcohol needs.	Substance Misuse services are provided in Partnership with EDP, AWP and DHUFT on a range of needs that includes drug and alcohol needs.	
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	Dependant on need, appropriate support or counselling can be provided via health services if identified during the initial health screening interview on reception to Guys Marsh. Contact details for external support services are also freely available in reception, library and Healthcare for those prisoners who wish to contact these services confidentially.	
Prisoners who have been sex workers can access services that offer them advice and support.	**As above**	

Table 4b: Rehabilitation Services - Additional Services Offer			
Using segmentation and local data sources to target resources where they will deliver the greatest outcomes for investment - this table should reflect the case management activity, risk management activity and rehabilitative services and interventions, delivered within the establishment which are **additional** to the core offer			
Segment	**Total no. of Prisoners within Segment** • Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column	**Strategic approach to meeting the needs of the segment** **Title and description of rehabilitative services/interventions and case management activities** • Give the title and a brief description of the case management activities offered to offenders in each segment • Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. • Use the guidance on targeting in Commissioning Intention 4a • If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment.	**Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually** • For accredited programmes give the number of completions • It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk	**549 (100%)**	▪ 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.	
Sexual Offenders	**3 (<1%)**	▪ Our current criteria mean that Guys Marsh will not be accepting prisoners convicted of a sexual offence. Currently the segment accounts for less than one per cent of the total population and it is our intention to reduce this to nil as soon as possible.	
Violent offenders	**257 (47%)** 44 out of 257 (17%) prisoners with a current violent offence are assessed as High and Very High on the OVP and have OGRS scores of High, Very High and Prolific. The figure rises to 104 out of 257 (40%) when Medium OVP offenders with 50+ OGRS are included.	▪ It is our intention to prioritise violent offenders for OASys completion where an assessment has not already been completed. ▪ We will raise with the DDC the issue of offenders arriving from the local without a completed OASys as this has the potential to impact on our ability to deliver services to this segment. ▪ Offenders flagged as a DV risk will be assessed for the HRP course and transferred to HMP Erlestoke.	

Indeterminate Sentenced Prisoners (ISPs)	**120 (22%)** 8% of ISPs at Guys Marsh have an OGRS score above 50 and are in the High or Very High likelihood of reoffending category.	▪ Indeterminate Sentence Prisoners will continue to be prioritised for appropriate interventions with specific focus on those over the tariff or minimum term of their sentence. ▪ Provision of accredited interventions will not be restricted based on OGRS scores alone and no ISP prisoners will be held back from progressing against their sentence plans.	
Low likelihood of any reconviction OGRS 0-24%	**65 (12%)** Of whom 42 have been convicted of a violent offence. 7 have been convicted of robbery and acquisitive offences. 14 have been convicted of drugs offences.	▪ Offenders with this OGRS segment do not meet the risk criteria for engagement in the accredited programmes TSP, RESOLVE or Challenge to Change (C2C) but will still be able to access employment and education services. ▪ 1:1 time with the Offender Supervisor will be limited. Case management activity will not be intensive and will focus primarily on readiness for release.	
Medium likelihood of any reconviction OGRS 25-49%	**130 (24%)** Of whom 60 have been convicted of a violent offence. 38 have been convicted of robbery and acquisitive offences. 32 have been convicted of drugs offences.	▪ Offenders in this OGRS segment do not meet the risk criteria for engagement in the accredited programmes TSP, RESOLVE or Challenge to Change (C2C) but will still be able to access employment and education services. ▪ 1:1 time with the Offender Supervisor will be limited. Case management activity will be 'light touch' with periodic reviews to check on progress and ensure motivation of offender is maintained. ▪ If a clear need is identified and a willingness from all parties to participate exists, face-to-face victim/offender conferencing (Restorative Justice) will be available to offenders in this OGRS category.	
High likelihood of any reconviction OGRS 50- 74%	**208 (38%)** Of whom 91 have been convicted of a violent offence. 81 have been convicted of robbery and acquisitive offences. 30 have been convicted of drugs offences.	▪ Offenders in these OGRS segments will experience more intensive case management by the Offender Supervisor who will implement a structured programme of activity to achieve personal change, including through the accredited Offending Behaviour Programmes TSP, RESOLVE and Challenge to Change (C2C). ▪ Offenders convicted of robbery and/or acquisitive offences are unlikely to benefit from these cognitive skills programmes and therefore provision will be targeted to other offenders. ▪ 1:1 support provided by the Offender Supervisor will be focused on motivating the offender to change their behaviour, engage with the sentence plan, gain access to appropriate services and learn from relevant interventions. ▪ If a clear need is identified and a willingness from all parties to participate exists, face-to-face victim/offender conferencing (Restorative Justice) will be available to offenders in this OGRS category.	
Very high likelihood of any reconviction OGRS 75-89%	**131 (24%)** Of whom 62 have been convicted of a violent offence. 48 have been convicted of robbery and acquisitive offences. 11 have been convicted of drugs offences.		

Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	**15 (3%)** Of whom 2 have been convicted of a violent offence. 10 have been convicted of robbery offences.	▪ Offenders in this segment will be subject to the most intensive case management activity by the Offender Supervisor who will implement a carefully planned, structured programme of activity designed to manage the offender's risk to others and achieve personal change. ▪ It will involve an interdepartmental, multi-agency approach to control and monitor behaviour in custody and this segment is likely to include offenders who in the community will be subject to Prolific & Priority Offender Schemes and MAPPA arrangements. ▪ Offenders in this segment are likely to require multiple, co-ordinated interventions to address a range of issues including drugs and alcohol, employability, attitudes and lifestyle. Evidence suggests that cognitive skills programmes are not likely to be effective for offenders at this level of risk and therefore provision will be targeted to other offenders. ▪ 1:1 time with Offender Supervisors will be focused on managing the offender's risk, supporting behavioural change and encouraging positive engagement with their sentence plan.	

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)**	80	72
RESOLVE	80	72
Kainos/Challenge to Change/ Living Skills Plus	72	60
Grand Total	**232**	**204**

Table 6: Development Objective		
CI Title & No.	**Objective**: Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	**Does this contribute to a regional objective (yes/no)**
1(a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	We have commissioned a 4 month project to establish an action plan for our strategic aim of creating a Rehabilitative culture. The first stage of this is a personal 1-2-1 guided development interview between every member of staff and one of the SMT. This will help us to identify what the term "every contact matters" means to staff at Guys Marsh, and to consider some of the specific challenges ahead to HMP Guys Marsh. Named Lead: Governor Milestones: 30 April 2014 – All operational staff interviews completed. 30 June 2014 – All non-operational staff interviews completed. 31 July 2014 – Data collated and analysed.	
1(a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	Implement new systems to manage prisoners who are in debt and develop strategies to reduce the number of prisoners getting into debt. One of our Custodial Managers is undertaking a project as part of the aspire programme to establish systems to avoid prisoners getting into debt and to help manage those who have fallen into this cycle. This will be used as the basis for developing strategy. Named Lead: X Milestones: 31 March 2015	
1(c) Efforts are made to ensure offenders experience the environment as safe.	The prisoner reps are undertaking an Induction review with the aim of improving prisoner awareness of safer custody and equality issues (development objective: to implement review findings). The review will be discussed at a workshop with the prisoner reps and the Safer Custody Team and the appropriate recommendations will be implemented during the reporting year. Currently the Commissioning & Contracts Manager is looking at the Sigma course and potentially reducing the course to part time; this will allow us to offer Induction to prisoners about issues relating to safer custody and equalities in more detail to ensure that prisoners have an awareness of the decency agenda. In the main the review will allow us to structure formal Induction processes with prisoner rep input. As part of the implementation we will run a survey about the Induction process and the results of these will also feed into the review process	

	Named lead: X Milestones: 30 September 2014 – Review process completed. 30 November 2014 – Review findings discussed and action plan developed.	
2(d) In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.	We will work with NOMS Health & Wellbeing Co-commissioning, neighbouring establishments, the local authority and NHS England to sign off a joint action plan by the close of Quarter 1; to lead implementation during Q2-4; the action plan will aim to ensure appropriate arrangements for screening and assessing eligible prisoners with social care needs are established and prepare for the anticipated provisions of the Care Bill from April 2015.	
2(e) In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.	We aim to maintain and improve these relationships in 2014/2015, and we have secured some funding from Barnardos to continue the work we have started in developing a children and families focussed culture in our staff group. Through 2014/15 we aim to provide a minimum or 4 x family visits per year and continue to provide family support during our 3 x weekly social visits. The Barnardos worker will provide 1 to 1 prisoner support and will deliver an awareness service during the weekly SIGMA course. Named Lead: X Milestones: 30 September 2014 – Two family visits provided 31 March 2015 – Total of four family visits provided for the year.	
3(a) Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.	We will raise the issue of offenders arriving from the local prisons without an OASys assessment with the DDC for a regional response. This is creating a backlog that we are not resourced to reduce, which in turn creates problems in delivering effective risk management and assessment of suitability for rehabilitative services, HDC, RoTL and onward transfer to open conditions. Unless a regional plan is devised to solve this problem it will continue to negatively impact on our ability to safely assess risk and allocate resources efficiently. Named Lead: X Milestones: 31 March 2015	

3(b) Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective	All OLASS accredited delivery is through education and managed by Weston. Assurance is given through the Quality Improvement Group (QIG), which meets quarterly and from the QIG, the Self Assessment Reports (SARs) are written annually. From this, a Quality Improvement Plan (QIP) is formulated and time-bound. All non OLASS delivery is also reported via this process and gives assurance that they are delivered with integrity and as planned. All delivery is reported back via the QIG, giving assurance that the quality of delivery is continually improved	
6(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	Our intention is to work with the NOMS Digital Efficiency Project Video Action Plan to increase the proportion of eligible court hearings that are heard over the Prison Court Video Link (PCVL). Unless usage exceeds our current capability, we will seek to resource this facility through the unallocated capacity in the Benchmarked profile. Named Lead: X Milestones: Quarterly – To review usage to ensure unallocated capacity in the benchmark profile has been maximised to improve efficiencies.	

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)	Yes	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.	No
Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	No
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	Yes
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	No
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	Yes
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Visits - Services for Visitors	A Family Support Worker is available to support families.	Yes
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	No
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	No
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. ***Output wording subject to revision***	Yes

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

8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocation places

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

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

INDUSTRIES (ONE3ONE)										
INDUSTRY SERVICE CODE	**WORKSHOP NAME**	**Maximum number of prisoner places per activity (planned per week total for 2014-15)**	**TOTAL STAFF NUMBERS**	**CORE HOURS PER WEEK**	**Annual Internal Soft Charged Sales Predictions**	**Annual Internal Hard Charged Sales Predictions**	**Annual External Sales Predictions**	**Annual Internal Soft Charged Materials Predictions**	**Annual Internal Hard Charged Materials Predictions**	**Annual External Materials Predictions**
Industries – LBA	SPECIALIST PRODUCTION - HORTICULTURE	16	1	28.25	£3k			£725	£1.25k	
Industries – LBA	SPECIALIST PRODUCTION AMENITIES AND CONSERVATION	16	1	28.25	£3k			£725	£1.25k	
Industries – LBA	WASTE MANAGEMENT COMMERCIAL RECYCLING	18	1	28.25						

Industries - Laundry	LAUNDRY	17	1	28.25			£0	£0	£60.3k	
Industries – Enterprise/Contract services	DEXTRA RECYCLING	9	1	28.25			£32.5k			
Industries – Enterprise/Contract services	Workshop 1 DEXTRA	30	2	28.25			£61.5k			
Industries – Enterprise/Contract services	Workshop 5 Bulk Hardware	30	1	28.25			£17.1k			
Industries – Enterprise/Contract services	Workshop 6 DEXTRA	45	3	28.25			£61.5k			
Industries – Enterprise/Contract services	Workshop 9 LONG TIME VENTURES / RECYCLING	15	1	28.25			£10k			
Industries – Enterprise/Contract services	Workshop 7 S&N / HAMILTONS	30	1	28.25			£49K			
Industries – Enterprise/Contract services	JAIL HOUSE CAFE	4		28.25						
Total		230	13	310.75	£6k		£231.6K	£1500	£2500	

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	Nothing listed under this on NOMIS	0	
HU2 Wing Activities	Nothing listed under this on NOMIS	0	
HU3 Wing Activities	Nothing listed under this on NOMIS	0	
HU4 Wing Activities	Nothing listed under this on NOMIS	0	
HU5 Wing Activities	Nothing listed under this on NOMIS	0	
HU6 Wing Activities	Nothing listed under this on NOMIS	0	
Kitchen	CATERING	36	28
Orderly Cleaners	Amenities reps	5	
	Bricks orderly	2	28
	CARATS orderly	2	28
	Diversity orderly	1	
	Gym orderly	6	
	KAINOS orderly	6	
	Lifer orderly	1	
	Paints Orderly	2	28
	Programmes Orderly	1	13
	VIO/RED Orderly	1	15
	Visits orderly	2	6
	Chapel orderly	2	20
	Education orderly	2	28
	Main stores orderly	2	28

	Pasro orderly	1	13
	Reception orderly	1	22
	Tarrant orderly	1	36.5
Wing cleaning	Jubilee wing gardener	1	
	Jubilee wing worker	4	
	Anglia wing workers	11	
	Cambria wing workers	11	
	Dorset wing workers	11	
	Fontmell wing gardener	1	
	Fontmell wing worker	5	
	Mercia wing worker	11	
	Saxon wing worker	17	
	Wessex wing worker	11	
Other occupations	Insiders scheme	3	
	No pay	As required	
	Outside grounds	3	28
	Retired		
	Sick		
	Unemployed		
Weekend Activity			
Works Department	G/M Painters	18	25.25
	Works orderly	3	25.25
Sub total			

Table 8c: Other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	**Activity Description**	**Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)**	**CORE HOURS PER WEEK**
Basic Key Skills up to level 2	Nothing listed under NOMIS	0	
Core Education Classes	Nothing listed under NOMIS	0	
Education Induction Assessment	Induction week	Unlimited, delivered on Anglia as required	
Education leading to accreditation	B4UGO	10 maximum	28
	BVA	12 maximum 2 week course 18 per year	13
	Business enterprise	10 maximum 3 week course 6 course per year	13
	English entry 3 / level1	10 maximum 4 week course 8 course per year	15
	English level 2	10 maximum 4 week course 4 course per year	15
	Family relationships	10 maximum 4 week course 6 course per year	13
	Foundation	8 maximum 2 week course 4 course per year	15
	ICT Entry 3 / level 1	10 maximum 3 week course 6 courses per year	15
	ICT Level 2 - Gold	8 maximum 3 week course 6 course per year	15

	Maths entry 3 / level1	10 maximum 4 week course 8 course per year	13
	Maths level 2	10 maximum 4 week course 4 course per year	13
	PEER mentoring level 1	10 maximum 2 week course 2 course per year	13
	PEER mentoring Level 2	10 maximum 5 week course 1 course per year	13
	SIGMA	24 (if required) 12 normally 1 week course 50 course per year	28
	STVA Level 2	10 maximum 3 week course 6 course per year	15
PE Leading to QCA Qualifications	CSLA	12 maximum 2 week course 6 per year	26
	First aid at work	12 maximum 2 week course 10 per year	13
	Gym NVQ level 2 course	16 maximum 1 week course 5 per year	26
	Gym skills course		
	Level 2 course		
Skills training leading to Accreditation	Horticulture level 1	10 maximum 6 week course 5 course per year	28
	Horticulture level 2	10 maximum 6 week course 3 course per year	28
	Industrial cleaning	10 maximum 3 week course 6 course per year	28
	Paints	12 maximum 14 week course roll on roll off	28
	Bricks	24 maximum 14 week course roll on roll off	28
ROTL			
Prison Induction Courses/Interviews	Nothing listed under NOMIS		

Other			
Other educational activities	CIT cleaner	1	28
Library	Library orderly	4	28
Sub total		263	470
Table 8 Total		623	807

Section 3: Regime Outline

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

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

Out of cell session time summary by day

Day	Activity	Domestics	Meal	Movement	Total Time Out of Cell
Mon	6h 24m	2h 00m	1h 00m	1h 00m	10h 24m
Tue	6h 24m	2h 00m	1h 00m	1h 00m	10h 24m
Wed	6h 24m	2h 00m	1h 00m	1h 00m	10h 24m
Thu	6h 24m	2h 00m	1h 00m	1h 00m	10h 24m
Fri	6h 00m	1h 51m	1h 00m	0h 30m	9h 21m
Sat	6h 45m	0h 00m	1h 00m	0h 00m	7h 45m
Sun	6h 45m	0h 00m	1h 00m	0h 00m	7h 45m

5 day average time out of cell

Type	Activity	Domestics	Meal	Movement	Total Time Out of Cell
5-day	6h 19m	1h 58m	1h 00m	0h 54m	10h 11m

7 day average time out of cell

Type	Activity	Domestics	Meal	Movement	Total Time Out of Cell
7-day	6h 26m	1h 24m	1h 00m	0h 38m	9h 29m

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
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)	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	12.50 %	
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	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	3.40

	(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	3.00
CU067	HMIP Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.95
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	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	2.84
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU079	MQPL Decency	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.81
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																		

Offender Management

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU002	Release on Temporary Licence (ROTL)																		100.00 %
		95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %
CU043	Generic Parole Process (GPP)																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU083	OASys Quality	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU086A	Return of MAPPA F Forms																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU089	ViSOR Effectiveness (Prison)	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %

Interventions

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU019	Sex Offender Treatment Programme (SOTP) Completions																		942
CU021	Offending Behaviour Programme (OBP) Completions												204.00	204.00					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	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 %	
CU014	Training / Education on Discharge	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	
CU015	Employment on Discharge	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	40.00 %	
CU095a	Hours Worked In Industry																		

General

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CR003	Staff Sickness Absence																		
CU036	Correspondence Response Times	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	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	3	3