



National Offender
Management Service

**Annex to South Central
Service Level Agreement
for Prison Services Commissioned
by the National Offender
Management Service from the
Public Sector Provider**

Between

**The National Offender Management
Service as Commissioner and**

Her Majesty's Prison Service

for

**HMP Springhill
Local Establishment Annex 2014-15**

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This document is the Local Establishment Annex 2014-15 to the South Central 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 Spring Hill
Establishment type	Open resettlement
Specialist function	
Security Category/Categories:	Category D only
Annual Operating Price	

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	335
Operational Capacity	335

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)
Security Category:	Category D only
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	No restrictions
Offence Type:	Sex Offences by arrangement only
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population

HMP Spring Hill is an open 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 East and the London regions and receives most of its prisoners from the training estate as appropriate to prisoner resettlement needs. This establishment has a resettlement function.

Table 2d: Population Assumptions – Estimated Background of the Population**OCTOBER 2014**

	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	N/A	N/A	N/A	N/A	N/A	N/A	0
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	25	N/A	N/A	25
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	130	N/A	N/A	130
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	75	N/A	N/A	75
Indeterminate prisoners	N/A	N/A	N/A	100	N/A	N/A	100
Determinate and indeterminate Recallees	N/A	N/A	N/A	5	N/A	N/A	5
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	0
Resettlement	N/A	N/A	N/A	N/A	N/A	N/A	0
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	0	0	0	335	0	0	335
Resettlement	Yes	Reset %		All	Reset No.		NA
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	<p>(a) Springhill has a well established culture focused on a purposeful regime and resettlement into the community. Staff have a clear understanding of the role of Springhill and there are regular monthly opportunities for the full staff team to get together where key messages are delivered, reinforced and where all staff have a voice. Quarterly focus meetings are held with stakeholders.</p> <p>(b) In an open prison environment good staff prisoner relationships are vital to the effective running of the establishment. Staff are aware of the importance of being a pro social role model to prisoners and are reminded of this during full staff meetings, meetings with their managers and during daily briefings.</p> <p>(c) The importance of prisoners experiencing the environment as safe is clearly recognised and work in this area is led by the Head of Residence and Safety, supported by a Custodial Manager and underpinned by a safer prison strategy. The Bi monthly Safer Custody meeting monitors and analyses data relating to bullying, violence and self harm and is attended by multi disciplinary group of staff and prisoner representatives. A monthly Prisoner Council, chaired by the CM provides an additional opportunity for prisoners to raise any concerns. Most prisoners experience Springhill as a safe environment, a recent Safer Custody audit was assessed as green and in the last MQPL survey in 2011 some 83% of prisoners responded positively in regards their personal safety. HMP Springhill operates a three stage violence reduction policy. Staff work to maintain positive relationships with prisoners and an open door policy is in place which gives prisoners ready access to staff and managers. A proactive approach to security is adopted and staff seek to maintain high levels of visibility in the establishment. Improvements have been made to the physical environment and enhancements have been made to security lighting and CCTV cover to improve visibility around the camp. Incidents of violence and bullying generally remain low but when they do occur they are appropriately followed up with behaviour warnings, IEP reviews and adjudications where necessary. However as the prison does not have any secure accommodation prisoners who do present as a risk to others are quickly returned to closed conditions</p> <p>1d – 1g See Regional SLA</p>

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<p>2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners.</p>	<p>(a) a) As an open prison Springhill is focused on working with prisoners in a constructive and challenging regime to support them in progressing into employment, education and accommodation. To accomplish this Springhill recognises the need to work with partner organisations in the public, private and voluntary sectors. This approach is led by the Head of Reducing Reoffending through the Resettlement Policy Committee. The committee meets quarterly and consists of prison staff and representatives from the various partner organisations. The committee is responsible for overseeing resettlement activity for the whole establishment and in ensuring effectiveness and value for money, it reports to the Resettlement Managers Policy Committee which monitors delivery and provides a forum for all agencies to co-ordinate and share working practices, which in turn reports to the establishment's SMT. Current work is informed by a resettlement needs analysis carried out in August 2012 when a survey was carried out with all prisoners identifying their individual resettlement requirements and highlighting any gaps in provision. However it is recognised that as population and needs change and the opportunity to engage with other service providers expands, there is a need to review current provision; a development objective is proposed to address this issue.</p> <p>(b) DWP staff (Employment Benefit Advisers) are centrally located in the prison adjacent to the National Careers Service and the Employment Links/Resettlement team. They attend one day a week and have an office suitable for private interviews with broadband and a telephone line. They are actively involved in supporting prisoners making advanced claims for Jobseeker's Allowance and in making referrals to the Work Programme. With the implementation of Universal Credit This support will include the provision of access to our prisoner population, a dedicated office space (allowing for formal and informal interviews) and the provision of telephone, Prison ICT (including access to Prison-NOMIS) and a broadband facility to support their delivery.</p> <p>(c) Health provision at Springhill is delivered by the same providers as Grendon and commissioned by NHS England. This gives prisoners ready access to the full range of primary health care, support with drug and alcohol issues and mental health services. A health needs analysis was completed in 2012 and a Mental Health Needs Analysis has just concluded. Where appropriate prisoners are enabled to access health care provision in the community either on licence or escorted. Medication is prescribed by clinicians in line with a locally agreed formulary and regular searching and compliance checking is carried out.</p> <p>(d) Although health screening is carried out for all new prisoners within 24 hours of reception awareness of social care and support needs are limited. In line with arrangements for HMP Grendon efforts will be made to develop links with the local authority in advance of the Social Care Act in 2015 to ensure appropriate arrangements are developed for the assessment and provision of social care needs for those prisoners who require it.</p> <p>(e) HMP Springhill recognises the importance of pro-social family and marital relationships in desistance from crime and supports this through our domestic visits facilities and day and overnight ROTL where appropriate. Visits at Springhill take place in the dining hall in a relaxed and informal manner and a pleasant outside space is provided with relaxed seating and children's play space where families can interact; in addition two larger family days are run annually. This work is led by our visits co-ordinator who has been recognised by the Butler Trust for her work with visits and families. However work with Local Authorities in relation to families has been very limited in nature and facilitated by the Offender Management Unit. Springhill recognises the importance of engaging more directly with this work and will seek to establish relationships with our Local Authorities to support the Troubled Families (Families First) programme. See development objective in Table 6.</p>
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	<p>(f) As a jointly managed site close links with HMP Grendon are maintained but limited numbers of prisoners progress directly from the Democratic Therapeutic Community to open conditions.</p> <p>(g) The OLASS provision at HMP Springhill is monitored for quality and performance through a set of meetings outlined within the OLASS Governance Structure. The monthly Quality Performance Group (QPG) evaluates the quality and performance of the OLASS contracts. The QPG is chaired by the HOLSE with representation from the Head of Corporate Services, PE, OMU and all external OLASS providers. Information from this meeting is passed to the quarterly Governance Meeting that is chaired by either the OLASS Lead Governor or the DDC. Information from the QPG is disseminated internally to the SMT, through the monthly Spring Hill SMT. Information on recruitment, attendance and reasons for absences is reported through the morning briefings on a weekly bases. The National Careers Service has an extensive role within Spring Hill with 1.5 members of staff employed to support careers planning, through individual interview and group employment focused sessions. Quality and performance of the contract is monitored through the QPG and quarterly contract meetings with Tribal and Babcock the prime providers.</p> <p>(h) This is a fundamental part of Springhill's role and significant efforts are made to develop and maintain relationships with partners across the statutory, voluntary and business sectors of society, through the establishment's employment links department. Significant numbers of prisoners are on ROTL daily and attend a wide range of voluntary community work, paid employment both through employment agencies and directly with local businesses and external education and training opportunities.</p>
<p>3. Deliver an efficient, quality service</p>	<p>(a) HMP Springhill recognises that the services we provide are most likely to reduce reoffending if they are designed to target risk factors that lead to reoffending, if they pay attention to quality of delivery and if their methods are participatory and focus on teaching new skills. Prisoners come to Springhill having spent time in the closed estate and the majority have been convicted of violent or drug related offences. Our resettlement survey indicates that most prisoners have needs relating to accommodation, education and employment, family links and substance misuse all of which are factors linked to reoffending. Some 70 % of Springhill's population is either of low or medium risk of re-offending and the main focus here is on providing appropriate resettlement, education ,training and employment opportunities for our prisoners and providing an environment where the importance of interpersonal courtesy and of getting things done are recognised. Service delivery is co-ordinated by the Resettlement Policy Committee who have the responsibility for ensuring interventions are effectively targeted to local and individual need. HMP Springhill does not directly offer any offending behaviour programmes however where need is identified on an individual basis by offender supervisors we work in partnership with Thames valley Probation to facilitate access to a Thinking Skills Programme.. We recognise that Springhill has a changing population and the importance of maintaining a dynamic response to changing needs; in order to support and underpin the work of the Resettlement Policy Committee we are proposing a development objective to formally review our approach to this work</p> <p>(b) Governance and quality assurance is provided by the Resettlement Policy Managers Committee, led by the Head of Reducing Reoffending, and is responsible for ensuring targets are met and delivery and effectiveness are monitored and managed. To further support effective governance a development objective is proposed in table 6 to ensure effective and robust quality assurances are in place.</p>

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<p>4. Ensure delivery is matched to population, purpose and NOMS outcomes</p>	<p>(a) All prisoners are assessed following arrival to ensure an up to date OASys is in place to inform interventions. An annual local needs assessment is carried out and supported with information from our existing Offender Management services and our Information Advice and Guidance partner. An annual Resettlement Policy is produced which incorporates an establishment action plan completion of which is monitored by the Resettlement Policy Committee.</p>
<p>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes.</p>	<p>(a) All prisoners arriving at HMP Springhill undergo a series of standard processes which are designed to identify and assess individual needs. These start on reception and continue through the induction programme and include reception screening, healthcare screening education assessment, equalities questionnaires, safer custody assessments and where appropriate cell sharing risk assessments. Information collected for these assessments is used to inform individual plans where specific needs are identified. Processes are in place for the appropriate sharing of information and relevant data on protected characteristics is updated on Pnomis. All will meet with their Offender Supervisor within the first month to ensure their OASys has been reviewed and any issues identified</p> <p>(b) All prisoners are allocated a team based personal officer via the Offender Management Unit; in addition each residential unit has an identified "Hut Officer" responsible for prisoners in it. Prisoners retain the same personal officer throughout their time at Springhill. Relevant information is recorded on PNomis case notes and collated via the Offender Management Unit. Staff are aware that an individual's needs may change over time and this is monitored by ongoing contact with the personal officer, resettlement staff and the offender supervisor. Individual issues which may produce barriers are addressed via the Offender Supervisor and Personal Officer. Where more collective issues arise, these are fed back into the Resettlement Policy Committee where Pathway leads monitor the delivery and effectiveness of services and ensure resources are targeted appropriately.</p>
<p>6. Deliver priority national or specialist services`</p>	<p>(a) In relation to NOMS' approach to the identification, assessment and management of extremist offenders HMP Springhill will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement, as assessed by NOMS' HQ. HMP Springhill will also ensure that any recommendations relating to the identification, assessment and management of extremist offenders which are identified in year through the NOMS' assessment process are implemented within reasonable timescale.</p> <p>(b) Springhill is a Phase 6 site, staff have received training and structures have been put in place with Thames Valley Probation.</p> <p>(c) Effective and well established HDC processes are in place and BASS accommodation is accessed where appropriate.</p> <p>(d) With the focus on meaningful work, training and education in the community options for commercial work in Springhill are currently limited.</p> <p>(e) HMP Springhill will continue a strategy for extending the use of video conference facilities by September 2014 consistent with the NOMS' video action plan, ensuring that use is consistent with the type of establishment and makes maximum usage of the existing facilities. The Deputy Governor will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.</p>

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	<ul style="list-style-type: none"> • Staff approach to their work is underpinned by our Resettlement Policy which emphasis the importance of staff engaging with prisoners to facilitate their reintroduction to work and community life. • Staff adopt an open door approach to prisoners which ensures that positive communications are maintained. • All newly arrived prisoners undergo a formal induction, their outstanding needs are identified and their OASys reports reviewed. • All prisoners have access to an Offender Supervisor and all have a Personal Officer and additional support from residential Employment Links staff. 	
Prisoners are made aware of their responsibilities in engaging with and accessing services	<ul style="list-style-type: none"> • All prisoners are expected to indicate preferred area for on camp work which is allocated by internal work board, after three weeks they have the opportunity to apply for an alternative allocation. Emphasis is placed on the prisoner taking responsibility for themselves but their progress and motivation is monitored and challenged by staff where necessary. • Prisoners are encouraged and supported in developing their own contacts with potential employers 	
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<ul style="list-style-type: none"> • Staff ensure that prisoners' behaviour is recorded on case notes on Nomis. • The pro social culture expected at Springhill is modelled by staff in their interactions with prisoners and each other. This is reinforced by managers through briefings and staff meetings. • A prisoner council has been created which meets with staff representatives on a monthly basis where issues can be raised and addressed. • An effective IEP system is in place and staff will use disciplinary reports and adjudications where necessary • Prisoners will meet with their offender supervisor, personal officer and others on a regular basis where they will receive feedback on their progress. • Employment Links staff keep in touch with local employers and community volunteer placements for ongoing feedback and any reports of anti social attitudes or behaviour will be addressed with the individual prisoner. 	

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Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<ul style="list-style-type: none"> • All prisoners receive notification of their eligibility for ROTL date, all decisions subsequently are driven by assessment by Risk Board • Prisoners are made aware of the staged process of working on camp, followed by community volunteering and eventually full time work in the local community. • The employment links team provided guidance for prisoners in obtaining training and employment and ongoing support thereafter. • A dedicated phone line is available to enable prisoner to take responsibility for contacting employment agencies, prospective employers, other government agencies etc. to facilitate access to training or employment. • Job Centre plus is located on site and can assist prisoners with CV writing, disclosure letters arranging interviews etc. • ROTL is used effectively to support prisoners accessing employment or training in the community. • Prisoners have access to a Virtual Campus facility on site where they can prepare and store necessary documents and paperwork. 	
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<ul style="list-style-type: none"> • St.Giles Trust are based on site and see prisoners to assess and assist with housing related issues • Prisoners have been trained as peer supporters to assist with housing advice • Where eligible, prisoners can apply for ROTL to attend appointments in the community 	
Prisoners can access services that enable them to seek settled and suitable housing for release.	<ul style="list-style-type: none"> • As above 	
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<ul style="list-style-type: none"> • Citizen's Advice Bureau are available on site to provide independent, confidential and impartial financial advice on an individual basis and by a debt management course • MK College as the OLASS4 provider gives access to a budgeting course • Representatives from Barclay's Bank are on site on a monthly basis to provide support in accessing bank accounts which enables all prisoners to have a personal bank account prior to commencing full time work. 	
Prisoners can access available services which enable them to address their family welfare and family support needs.	<ul style="list-style-type: none"> • Prisoners have access to regular domestic visits in a relaxed , informal setting; in addition two larger family days are run annually • When eligible and subject to appropriate risk assessment prisoners can progress from internal visits to town visits and then a series of home leaves enabling them to maintain and where necessary rebuild family relationships. 	

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Prisoners have equivalence of access to health services in custody as in the community.	<ul style="list-style-type: none"> Prisoners have access to a comprehensive suite of health care professionals through a range of providers. This includes primary and secondary health care for physical and mental health needs. Prisoners are given an information pack identifying the services available to them Prisoners are made aware of and assisted in contacting the local Patient Advice and Liaison Service Prisoner representatives participate in an establishment wide health care forum Once eligible for ROTL prisoners can access community facilities unescorted Volunteer prisoner "Health Trainers" are available to provide health advice and support to their peers 	
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<ul style="list-style-type: none"> A multi-disciplinary service is provided by DART workers, Healthcare staff and officers who can provide assessment, treatment, advice and support on drug and alcohol issues. Prisoners engaged with IDTS have their accommodation on T hut where a support based environment is being developed and ongoing clinical support for these individuals is provided by Healthcare staff. Prisoners who require support can access on site and community based groups facilitated by volunteers from Alcoholics Anonymous and Narcotics Anonymous 	
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	<ul style="list-style-type: none"> Prisoners have ready access to their Offender Supervisors who can provide information and contact details of community based services that support victims of domestic violence, rape or abuse. 	
Prisoners who have been sex workers can access services that offer them advice and support.	<ul style="list-style-type: none"> Prisoners have ready access to their Offender Supervisors who can provide information and contact details of community based services 	

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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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	325	<ul style="list-style-type: none"> Narcotics anonymous – Provision of narcotics anonymous support for prisoners Alcoholics anonymous – Provision of alcoholics anonymous support for prisoners BACO Bucks Association for the Care of Offenders – Support for prisoners with provision of grants for tools, courses and further training Family visits – special one day visits for prisoners and their families Veterans in Prison – Support for ex-servicemen Case management support from Offender Supervisors is focused on prisoners where unmet needs have been identified. Priority is given to prisoners with higher risk scores. 	Demand led Demand led Demand led Demand led Demand led
Sexual Offenders	0		
Violent offenders	133 Of whom: 86 low likelihood of violent reoffending 23 Medium likelihood of	<ul style="list-style-type: none"> Restorative Justice face to face conferences, targeted at medium or high risk individuals convicted of violent or acquisitive crimes where a clear victim exists Sycamore Tree – Non-accredited victim awareness course with priority for prisoners with an OGRS score of 50+ and offence of violence and or acquisitive crime where considered appropriate. 	5 12 x 3 courses annually

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	violent reoffending 2 High risk of violent reoffending		
Indeterminate Sentenced Prisoners (ISPs)	113 Of whom 55 low likelihood of violent reoffending 18 medium likelihood of violent reoffending 2 high risk of violent reoffending	<ul style="list-style-type: none"> The regionally co-ordinated psychology service will provide 1:1 support predominately for ISP prisoners with violent or drug related offences with high or very high likelihood of reconviction. 	Demand led
Low likelihood of any reconviction OGRS 0-24%	116 Of whom: 28 violent offences 55 Drug offences 18 acquisitive offences		
Medium likelihood of any reconviction OGRS 25-49%	112 Of whom: 51 violent offences 28 drug offences 16 robbery	<ul style="list-style-type: none"> Restorative Justice face to face conferences, targeted at medium or high risk individuals convicted of violent or acquisitive crimes where a clear victim exists Where identified as an unmet need on existing sentence plan or as identified by Offender Supervisor appropriate prisoners are referred to the Thinking Skills Programme run by TVP 	5 in total Demand led. Capacity as available from TVP
High likelihood of any reconviction OGRS 50- 74%	81 Of whom: 43 violent offences 16 robbery 10 acquisitive offences 9 drug offences	<ul style="list-style-type: none"> Restorative Justice face to face conferences, targeted at medium or high risk individuals convicted of violent or acquisitive crimes where a clear victim exists The regionally co-ordinated psychology service will provide 1:1 support predominately for ISP prisoners with violent or drug related offences Where identified as an unmet need on existing sentence plan or as identified by Offender Supervisor appropriate prisoners are referred to the Thinking Skills Programme run by TVP 	5 in total Demand led Demand led. Capacity as available from TVP
Very high likelihood of any reconviction OGRS 75-89%	16 Of whom: 11 violent offences 3 acquisitive offences 2 drug offences	<ul style="list-style-type: none"> The regionally co-ordinated psychology service will provide 1:1 support predominately for ISP prisoners with violent or drug related offences 	Demand led
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	0		

Table 5: Accredited Programmes provided in the establishment	
Does this establishment deliver NOMs Commissioned accredited programmes?	No

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-c	<p>Staff prisoner relationships – every contact matters</p> <p>By focusing on the principles of “Every Contact Matters” Springhill will seek to maintain and develop staff prisoner relationships to ensure that the importance of “Interpersonal Courtesy” and “Getting Things Done” are appreciated and applied by staff and that prisoners are able to experience meaningful and consistent interactions. This will be assessed by prisoner feedback and MQPL survey.</p>	
6b	<p>Building on Restorative Justice initiatives</p> <p>As a phase 6 establishment Springhill will work within the local partnership with Thames valley Probation to build capacity to ensure an effective infrastructure is in place to enable the delivery of five face to face conferences, targeted at medium or high risk individuals convicted of violent or acquisitive crimes where a clear victim exists. This will be supported by an awareness programme for staff.</p>	Yes
1d	<p>Risk assessments and Risk management.</p> <p>To ensure that all procedures and processes in relation to the assessment and management of risk are of good quality and underpinned by robust systems. In particular all recommendations from the current enquiries into recent ROTL failures will be addressed and implemented. Following publication of the forthcoming amended ROTL PSI Springhill will review procedures to ensure we are fully compliant with requirements.</p>	Yes
2a	<p>We will maximise investment of all partners and providers delivering services for offenders at HMP Springhill and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. By September 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). We will develop a plan which describes how, within six months we will deliver:</p> <ul style="list-style-type: none"> • A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) • A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners) 	Yes

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	<p>to allow them to effectively deliver)</p> <ul style="list-style-type: none"> • Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues • An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others • An agreement on how to safely use and share data and information <p>Progress will be monitored against the plan at monthly SMT meetings and at a regional level with the DDC.</p>	
2 c	<p>Health provision To work in partnership with NHSE and other partners to support the implementation of actions arising from the Mental Health Needs Assessment for Buckinghamshire cluster prisons and to establish and take forward a plan for promoting health and wellbeing at Springhill based on recommendations in the current Health Needs Assessment undertaken in 2012.</p>	Yes
2 d	<p>Social care needs To work with NOMS Health and Wellbeing Co-commissioning, the local authority, neighbouring prisons and NHSE to develop a joint action plan by the end of Quarter 1, to be implemented during Q2-4. The action plan will aim to ensure appropriate arrangements for screening and assessing prisoners with social care needs are established and prepare for the anticipated provisions of the Care Bill from April 2015.</p>	Yes
3a	<p>By November the prison will review <u>the type</u> of strategies it employs, and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that <u>the factors</u> being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.</p>	No

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1.3 & 5.6	<p>Building Resilience – Having continued to implement the benchmark for Springhill these is a risk that increased pressure on staff could lead to reduced delivery of services should staff sickness levels rise. HMP Springhill will foster an environment that identifies where staff are at risk and provide support where appropriate including the use of ATOS referrals, counselling and IPRS.</p> <p>Progress will be monitored against the sickness absence SDI and specifically performance against comparator establishments. The Regional HRBP will monitor the impact of New Ways of working 6 months after the implementation date.</p>	Yes
3b	By November the prison will develop and implement effective quality assurance processes which indicate whether the services, activity and interventions it provides are of an acceptable standard of quality and are having the impact they are intended to deliver. Information from these processes will be regularly reviewed by the senior management team and specific members of staff will be given responsibility for the QA processes and following through on actions identified in the reviews.	No
1	Enabling Environments – HMP Springhill will continue to drive towards gaining enabling environments status in high impact areas within the establishment. It is anticipated that these will be Reception/Induction and the Segregation Unit.	Yes
2e	Offender Families – HMP Springhill will identify a named local authority and prison contact, establish and agreed shared delivery plan including the sharing of information to identify families meeting the troubled family programme criteria. These will be in place by the end of December 2014 .	

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	

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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	No	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 / NO]
Cell & Area Searching	A risk assessed programme of routine area searching is agreed, documented and completed correctly. HSE only	N/A
Cell & Area Searching	Assurance is sought through a risk assessed programme of covert testing. Non HSE	No
Early Days & Discharge - First Night in Custody	One-to-one welfare support is provided within courts/custody suites to address immediate needs of the prisoner.	No
Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	No
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	No
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Visits - Services for Visitors	A Family Support Worker is available to support families.	No
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	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.	Yes
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. Output wording subject to revision	No

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)	Open Prison regime-access to open air exceeds minimum requirement	Open prison environment
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 - Land Based Activities	Grendon LBA Nine	8	1	10	£0	£0	£0	£0	£11,700	£0
Industries - Land Based Activities	Spring Hill LBA One + Sheep 2	17	2	32.5	£3,000	£0	£0	£0	£2300	£0
Total		25	3		£3,000	£0	£0	£0	£14,000	£0

Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
HU1 Wing Activities			
HU2 Wing Activities			
HU3 Wing Activities			
HU4 Wing Activities			
HU5 Wing Activities			
HU6 Wing Activities			
Kitchen	Prison kitchen	30	28.5
Orderly	Various camp orderlies	20	32.5
Recycling Activity	Waste management and recycling	20	32.5
Weekend Activity			
Works Department	Works support	5	32.5
Wing Cleaning			
Other Occupations			
Sub total		75	

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	Education	8	27
Core Education Classes	Education	11	27
Education Induction Assessment			
ROTL	External education	6	60
PE Leading to QCA Qualifications	PE Department	3	27
Skills training leading to Accreditation	Education	63	27
ROTL	Community work off site	50	50
ROTL	Paid employment off site	50	60
Prison Induction Courses/Interviews	Education NCS	2	27
Sub total		193	
Table 8 Total (Springhill)		285	

Section 3: Regime Outline

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

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

Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Total Time Out of Cell
Mon	6h 08m	5h 13m	1h 00m	1h 07m	13h 31m
Tue	6h 08m	5h 13m	1h 00m	1h 07m	13h 31m
Wed	6h 08m	5h 13m	1h 00m	1h 07m	13h 31m
Thu	6h 08m	5h 13m	1h 00m	1h 07m	13h 31m
Fri	6h 08m	5h 13m	1h 00m	1h 07m	13h 31m
Sat	3h 57m	6h 46m	1h 14m	1h 03m	13h 01m
Sun	3h 57m	6h 46m	1h 14m	1h 03m	13h 01m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Total Time Out of Cell
5-day	6h 08m	5h 13m	1h 00m	1h 07m	13h 31m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Total Time Out of Cell
7-day	5h 31m	5h 40m	1h 04m	1h 06m	13h 22m

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	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 %	100.00 %
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
		12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	
CU006	CAT A Escapes		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		17.00
CU074	MQPL BME Score	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
	Security Audit - Audit & Corporate Assurance (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.56
CU056a	Self Harm Audit (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU057a	HMIP Resettlement	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP Respect	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.95
		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	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.79

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		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	2.86
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU079	MQPL Decency	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	2.83
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																		

Offender Management

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU002	Release on Temporary Licence (ROTL)	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	100.00 %
CU043	Generic Parole Process (GPP)	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU083	OASys Quality	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU086A	Return of MAPPA 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													72.00	72.00			72.00	6,456.00

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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	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %	91.50 %
CU014	Training / Education on Discharge	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %
CU015	Employment on Discharge	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %	65.00 %
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)																		