



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 Bullingdon

Local Establishment Annex 2014-15

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

Table of Contents

	Page
SECTION 1: SERVICE OVERVIEW	4
1. Establishment Details	4
Table 1: Establishment Details	4
2. Establishment Population	4
Table 2a: Capacity Specification	4
Table 2b: Population Allocation Specification	5
Table 2c: Population Assumptions – Origin of the Population	5
Table 2d: Population Assumptions – Estimated Background of the Population	5
 SECTION 2: ESTABLISHMENT DELIVERY	 6
Table 3: Local Response to Commissioning Intentions	6
Table 4a: Rehabilitation Services	13
Table 4b: Rehabilitation Services - Additional Services Offer	16
Table 5: Accredited Programmes provided in the establishment	21
Table 6: Development Objective	22
Table 7a: Mandatory Service specifications applicable under this Local Annex	25
Table 7b: Service specifications applicable under this Local Annex	26
Table 7c: Service Options, above the national minimum	27
Table 7d: Agreed delivery hours for specified services	28
Table 8a: Agreed Activity Allocation places	29
Table 8b: Services (not industries)	30
Table 8c: Other Activities	33
 SECTION 3: REGIME OUTLINE	 35
 SECTION 4: SLA DELIVERY REQUIREMENTS AND LEVELS AT COMMENCEMENT DATE	 36

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 Bullingdon
Establishment type	Local resettlement/ trainer
Specialist function	DV and SOTP Hub
Security Category/ Categories:	Category B or lower
Annual Operating Price	17,831,015

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	879
Operational Capacity	1114

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) Remand Young Adults and starred up Young Adults (18-21) (subject to agreement with DDC)
Security Category:	Category B or lower
Sentence Status:	Remand and Sentenced prisoners
Sentence Length / Type:	No restrictions
Offence Type:	No restrictions
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
<i>HMP Bullingdon is a local prison, with a training function and regime for sex offenders. It holds male prisoners aged 21 and over. The population is mainly comprised of remand prisoners and newly sentenced prisoners. This establishment mostly holds prisoners remanded or sentenced by courts in the Thames Valley region and receives most of its prisoners from courts in the area, particularly Reading and Oxford. This establishment provides an SOTP hub.</i>

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	15	245	260
Prisoners sentenced to less than 12 months	N/A	5	35	10	N/A	N/A	50
Determinate prisoners serving 12 months or more but less than 4 years	N/A	30	128	20	N/A	N/A	178
Determinate prisoners serving more than 4 years	N/A	45	30	15	N/A	N/A	90
Indeterminate prisoners	N/A	0	62	8	0	0	70
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	N/A	N/A	0
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	0
Resettlement	N/A	N/A	280	54	22	N/A	356
Discretionary	N/A	N/A	60	50	N/A	N/A	110
Total	N/A	80	595	157	37	245	1114
Resettlement	Yes	Reset %		30+2%	Reset No.	334+22 Yos	
Specialist Function	DV and SOTP Hub						

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>Decent and Safe Environment - In response to the concerns raised by HMIP in their 2012 inspection (where they stated that “there were repeated concerns about the behaviour of a very small minority of officers”) HMP Bullingdon has addressed these few staff with Bullingdon’s latest IMB report (01/08/2012 to 31/07/2017) stating that “The Board continues to find that in the main the atmosphere of staff/prisoner are positive”. The establishment will continue to act on any concerns that are raised by the IMB, Staff, Prisoners or others to ensure that the relevant appropriate action is taken to ensure that HMP Bullingdon continues to offer a safe, decent and secure environment to prisoners.</p> <p>Every Contact Matters - As part of Bullingdon’s commitment to continued improvement of our delivery of a safe, decent and secure environment Bullingdon will continued to engage with the every contact matters agenda (launched as part of our 2013/2014 SLA) with the following being key areas that Bullingdon will use to ensure that effective staff/prisoner relationships are maintained, that management support staff to improve their understanding of the positive impact that they can have on offenders (specifically in relation to the rehabilitative culture) and ensure that concerns are identified and addressed:</p> <ul style="list-style-type: none"> • Regular, monthly, staff / prisoner forums with a summary from these forums provided to Bullingdon’s senior management team for monitoring, these will be in place by May 2014. • A documented decency / expectations charter, written based on consultation with both staff and prisoners; these will be in place by September 2014. • Moving to ensure that all documents/conversations use the prisoners preferred name or Mr this will be in place by December 2014. • Reviewing the induction process with a view towards increasing the amount of peer support usage on first night / Support Monitoring Unit. • Implementing a change request portal for ideas from staff / prisoners this will be in published by May 2014. • Exploration of the training of staff in the use of 5 minute interventions to support the delivery of coaching prisoners to think and act differently in the future. Delivery of this will be explored by April 2014 with training delivered over the 2014/2015 reporting year. • A pilot of checklists/question sheet for personal officers to support improved personal officer conversations pilot to be completed by September 2014 • A pilot of a checklist/questions to be completed prior move of prisoners to the Segregation, Support and Challenge Unit (specifically around refusal to locate in cell) to foster improved understanding of any concerns the prisoner may have and the reason for these so that

OFFICIAL

	<p>appropriate strategies can be put in place to deal with the issues/concerns raised. This pilot will be completed by September 2014. All of the above will be delivered and monitored via HMP Bullingdon's every contact matters action plan which will be delivered over the course of the reporting year.</p> <p>Safer Prisons and Equalities - To further improve Bullingdon's delivery of a safe and decent environment we will monitor the delivery of our newly formed Safer Prisons and Equalities function which is based around a non operational administrative team with operational support and a strong management presence. Key to this work will be to review our data collection for safer custody and equality data to ensure that any trends or themes are analysed and actions, where required, are agreed via our new quarterly Safer Prison and Equality Meetings. In addition we will also seek to further imbed (as it has been identified as a weakness locally) our new simplified violence reduction portfolio on the residential units.</p> <p>Drug and Alcohol support - In respect of Bullingdon's rehabilitative culture HMP Bullingdon will continue to enable and support the delivery of drug and alcohol programmes delivered via NHS England including the provision of office accommodation, prison ICT and other resources to support the delivery of these programmes.</p> <p>Preparation for release - HMP Bullingdon will, in conjunction with our partners, continue to ensure that prisoners needs for accommodation, employment and education / training on release are identified with this specifically being picked up at HMP Bullingdon's pre release club which has been scheduled to allow time for prisoners to have their needs addressed prior to their release. In addition to Bullingdon's current delivery Bullingdon will also prepare itself to fulfil its function as a resettlement prison from October 2014 and the introduction of the Through The Gate model including ensuring that practical preparations such as accommodation and access to prisoners are facilitated and that transition planning is in place to ensure continued delivery in this area for those prisoners in our care.</p> <p>Monitoring of above - Delivery in this area will be monitored via local management checks/assurance, feedback from external inspections/bodies (e.g. HMIP, IMB and MQPL) and feedback from staff/prisoners as well as the delivery of HMP Bullingdon's local every contact matters action plan.</p>
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	<p>Working with Partners - HMP Bullingdon will maximise investment of all partners and providers delivering services for offenders at HMP Bullingdon to maximise the outcomes for offenders by ensuring that they experience a seamless and joined up service. By July 2014 we will review who we work with and how we work with them and ensure that all contract and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. The review will include all statutory and non statutory, existing and new partners (including by anticipating any changes as a result of Through the Gate). We will develop a plan to support the delivery of the following by September 2014:</p> <ul style="list-style-type: none"> • A clear shared strategic vision for how services align to maximise outcomes and create integrated, seamless offender management services (including a shared understanding of outcomes and priorities) • A local employment policy which seeks to ensure that the competing needs of the prisoner, prison and partners (e.g. drug treatment programmes) are appropriately considered when allocating a prisoner to work, programmes, training or education. • Leadership which actively enables and integrates services, where partnership working agreements 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.

Progress will be monitored against the plan via updates at the monthly projects meeting as well as monitoring of an action plan (which will be updated bimonthly) and at a regional level by the DDC.

Working with DWP - The establishment will continue to support the work of the DWP work programme and any further changes through the introduction 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. Any changes to resources required by universal credit will be captured as part of the above review of new and existing partners' needs and the work in preparation for the Through the Gate Services Provision. Our relationship with DWP staff working at HMP Bullingdon will continue to be led by our head of Reducing Reoffending who will continue to liaise with them over any concerns that are identified.

Working with NHS England Providers - HMP Bullingdon will continue to work effectively with NHS England commissioned providers (including but not limited to healthcare, mental health, substance misuse) and will, in conjunction with NHS England, commission needs analysis (to include Substance Misuse) to ensure that delivery at Bullingdon matches the needs of Bullingdon's population (including expected changes with the move to Bullingdon being a resettlement Prison). We will support NHS England's commissioning of HNA and the development of the HNA. To ensure close integration of services between HMP Bullingdon and NHS commissioned services the Head of Healthcare (or appointed deputy) attends each of the establishment Senior Management Team morning meetings allowing them to raise concerns where required and provide updates to ensure a close working relationship. In addition to the morning meeting attendance the Governor also personally attends meetings (including the partnership board, regional clinical Governance and contract review meetings) and ensures that establishment representatives are sent to relevant meetings (as well as ensuring that staff from NHS England commissioned providers are invited to relevant establishment meetings). As mentioned in item one Bullingdon continues to work with the Drug and Alcohol provider, RAPt to operate drug and alcohol programmes and a drug free unit to support prisoners with drug issues.

Social Care Needs and Safeguarding adults - In conjunction with the local authorities and NHS England commissioners we will seek to continue to identify what is possible in individual cases prior to April 2015, ensuring that prisoners' needs are assessed and they are supported to live with decency and as independently as possible whilst receiving continuity of care. Delivery at Bullingdon will continue to be supported by the use of appropriately trained prisoners to provide a care giving service. During the reporting year, as part of the social care action plan to be developed (see Table 6) we will work with partners to ensure the safety and quality of prisoner selection, training and care delivery and, subsequently, we will consider expanding this service for prisoners. Urgent needs will be met by HMPS working in partnership with NHS England and local authorities to seek the relevant adjustments/provision. In addition to the level of provision currently provided, HMP Bullingdon will use its seat on the Oxfordshire Safeguarding Adults board to inform and influence partners and will, via the Development Objective at Table 6, seek to inform and influence commissioning arrangements to meet the eligible social needs of prisoners from April 2015.

Offender Families - In addition to working with the local authority on the delivery of care needs we will also seek to work with Oxfordshire County Council to continue to develop, promote and maximise the needs of offender's families. Linked to this will be the delivery of the Time For Families programme at HMP Bullingdon which helps to provide support for both offenders and their families (though the delivery of this will be reviewed during 2014) and referral of families to the troubled families programme.

OFFICIAL

	<p>Personality Disorders - Prisoners personality disorders will be referred to establishments that have programmes to support these prisoners.</p> <p>Working with OLASS 4 - HMP Bullingdon will continue to support the delivery of OLASS 4 at HMP Bullingdon in line with the regional guidance on this area. Specifically HMP Bullingdon will work with the regional lead and local provider to continue to seek to address the concerns raised by HMIP about education provision and ensure that greater use is made of available and planned education places. This work will be led by our Head of Learning and Skills, Regional Lead, Head of Reducing Reoffending and Activities hub and will include the continued monitoring of attendance at education with appropriate action being taken for offenders that choose not to attend education classes without an appropriate reason. Due to concerns over delivery there are now monthly risk management meetings between HMPS and Milton Keynes College which seek to identify specific actions to be taken to improve delivery via a spirit of joint working. The development of key functional skills for prisoners (where deficits exist) will remain a priority for both the OLASS 4 provider and HMP Bullingdon and to help support this HMP Bullingdon continues to run a peer mentor led Toe by Toe programme (which has seen an increase in the number of mentors) and will appoint and allocate specific hours to a single member of staff to help drive further improvements in this service. In line with the review of working with all partners HMP Bullingdon will ensure that appropriate sequencing is in place for the delivery of OLASS 4 places and that we continue to ensure that prisoners are screen for functional skill needs on induction with support provided to allow the OLASS 4 provider to undertake further assessments where required. Bullingdon's regime continues to be established to as to maximise the opportunities for prisoners to attend education and we have worked proactively with our provider to also offer education within our workshops where this is possible to further help support our population. HMP Bullingdon and our provider remain committed to ensuring that our OLASS budget is utilised in full due to the recognition of the impact that this can have on an offender's risk of reoffending. In terms of planning for prisoner's release education providers including TRIBAL support Bullingdon's local pre release club which provider easy access for offenders to the relevant services that will help them plan for their release. Delivery and support of Bullingdon's OLASS provider will continue to be monitored by Bullingdon's Head of Learning and Skills, Bullingdon's Head of Reducing Reoffending, Bullingdon's Governor and the Regional OLASS lead with data being provided to the relevant individuals identifying concerns or risks that will need to be actioned.</p> <p>Preparation for release HMP Bullingdon will build on the successful work during 2013/2014 to increase the use of Release on Temporary Licence (ROTL) places to support prisoners in preparation for their release and will seek to further build our relationships with Cherwell District council and others to give prisoners access to appropriate ROTL to support their preparation for release and/or category D conditions. In addition to the use of ROTL to support prisoners HMP Bullingdon, in conjunction with our current providers such as Milton Keynes College, St Giles and others will continue to seek to work to develop opportunities via local employers their for prisoners on release and ensure that prisoners receive training (either via OLASS 4 or through HMP Bullingdon's workshops) that will enable them to enhance their employment opportunities on release.</p>
3. Deliver an efficient, quality service	<p>Review of Delivery of Services and Interventions - As part of Bullingdon's delivery of Phase 1 and 3 benchmarks and our commitment to review our work with partners HMP Bullingdon will by March 2015 review its delivery of services and interventions to ensure that these meet the needs of our population (including any need identified with Bullingdon becoming a resettlement Prison) ensuring that the services and interventions offered:</p> <ul style="list-style-type: none"> • Are supported by local need (as evidenced by local data) • Are known to work (with services or interventions being reviewed where this is not the case) • Are appropriately sequenced to ensure that the greatest risk to reoffending is addressed first • Continue to ensure that the public is protected and that harmful institutional behaviour is reduced.

OFFICIAL

	<ul style="list-style-type: none"> • That outcomes are maximised whilst ensuring that they are cost effective <p>By March 2015 Bullingdon will have completed a review of all of our quality assurance processes to ensure that we have a robust systems in place to identify whether the services and interventions that are delivered are appropriate, of an acceptable standard and are seen to actively work to ensure the reduction in the risk of reoffending or the risk to the public that prisoners present. Where this is not the case the service/intervention will be reviewed and any actions from the same added to the establishments consolidated action plan so that progress can be tracked and monitored by the senior management team (as part of Bullingdon's regular bi monthly review of the consolidated action plan). In addition to these systems senior managers will continue to provide assurance and assessments of the services and interventions within their area via their bilats with the Governor/Deputy Governor.</p> <p>Sycamore Tree - As part of Bullingdon's support of ensuring that interventions are known to work Bullingdon will continue to engage with the Sycamore Tree Evaluation pilot (being completed in partnership between NOMS and Cambridge University) with it being expected that feedback on this pilot will be available during 2014/2015.</p> <p>Self Assurance - In addition to the above Bullingdon's existing systems of self assurance/audit, management checks and the use of the Band 4's Supervisory Officers to provide advice, guidance and support to operational staff to ensure the delivery of effective residential services will continue by completing regular quality assessments and feeding their finds directly back to the relevant staff.</p>
<p>4. Ensure delivery is matched to population, purpose and NOMS outcomes</p>	<p>Population Monitoring - Due to the changing nature of the prisoners being allocated to the establishment HMP Bullingdon will continue to, on a weekly basis, ensure that it tracks changes to our population to identify where these changes will result in a need to review/amend the delivery within the establishment. This work has already been started with the review of Bullingdon's phase 1 benchmark and the change of one of our existing units from Category C trainer to Category B local (with additional changes to ancillary services) to reflect the population that Bullingdon has received.</p> <p>Population Changes - The establishment will continue to actively engage with regional and national plans for population restructuring using the notification of change process to ensure that the establishment is resourced and appropriate changes to delivery made to account for any changing needs of our population.</p> <p>ISP Prisoner - HMP Bullingdon will seek an agreement with our Deputy Director Custody in respect of Bullingdon's role for delivery of services to ISP prisoner the seek to establish protocols to ensure that these prisoners are effectively managed in line with local resources.</p> <p>Offender Management - In the short term Offender Management resources will be prioritised to ensure delivery of the following, in the following order:</p> <ul style="list-style-type: none"> • Categorisation and allocation • Parole work • Sentence Planning for prisoners being considered for open condition • Sentence planning based on risk of reoffending or the needs of population pressures. <p>Bullingdon's seconded probation team will be used to ensure that the highest risk offenders continue to be effectively managed.</p> <p>Delivery of Services to our Population - Delivery at HMP Bullingdon will continue to be reviewed and matched against the identified needs of</p>

OFFICIAL

	HMP Bullingdon's proposed population (and the relevant NOMS outcomes for the same) as identified via the Segmentation data, local analysis and that prioritisation is given to those representing the greatest risk to the public. Please see 4a and 4b for a greater breakdown of Bullingdon's targeted delivery based on the current segmentation data.
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	<p>Identification of Prisoner Needs - We have a number of standard processes for identification and assessment of individual needs within first days in custody which include healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. In addition we recognise that a number of offenders may have possible unidentified learning disabilities and mental health problems. To meet this need we have additional screening and assessment arrangements in place for these areas of need and strategies for sharing assessment information across partners. These processes are monitored to ensure they are of a good standard and delivered as expected. The results are used to develop individual plans where offender needs are identified.</p> <p>Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to ensure that groups with particular characteristics are not discriminated against.</p> <p>Addressing known weaknesses - In recognition of our identified weaknesses HMP Bullingdon will, during 2014/2015 focus on:</p> <ul style="list-style-type: none"> Improving the delivery of services for prisoners with disabilities (due known weaknesses and the increasing number of offenders that we are receiving with disabilities) Ensure that the data recorded on our records (such as Prison-NOMIS) for offender is correct and therefore can be used to accurately inform decision relating to prisoners personal needs. Create an enabling environment in Bullingdon's Segregation, Support and Challenge Unit. <p>Adapted Sex Offender Treatment Programme - To help ensure prisoners with differing needs are support Bullingdon will continue to deliver the adapted Sex Offender Treatment programme and will additionally support the effective management of prisoner learning needs by commission a learning needs assessment with the results for this expected to be available by July 2014.</p> <p>Monitoring and action against prisoner needs - The monitoring of the specific needs of individual offenders will be addressed via Bullingdon's weekly, multidisciplinary, decency meetings and wider theme or trends pertaining to need will be discussed at Bullingdon's quarterly equalities and safer custody meeting.</p>
6. Deliver priority national or specialist services	<p>Management of Extremist Offenders - In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Bullingdon 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 Bullingdon will ensure that any recommendations related to the identification, assessment and management of extremist offenders are identified in year through the NOMS assessment processes are implemented within reasonable timescales.</p> <p>Restorative Justice - Victim-offender conferences (restorative justice) will continue to be delivered in partnership with Thames Valley Partnership with the delivery of at least 5 conferences in the reporting year and exploration of an increase in the same over the reporting year with up to a maximum of 10 places being available. These will be targeted initially at burglars with a high risk of reoffending and then where spaces are available other prisoners suitable for restorative justice (those with medium to high risk of reconviction for violence or acquisitive</p>

OFFICIAL

offences). Bullingdon's Senior Probation Officer will continue to act as the single point of contact for restorative justice ensuring that:

- a referral process is agreed with our delivery partners
- that the prisoners referred for restorative justice are suitable and subject to the relevant risk assessments
- that appropriate resources are in place (including access to the establishment, rooms for conferences to take place and additional staffing where required)
- that restorative justice is integrated into sentence planning

In addition Bullingdon's Senior Probation Officer will ensure that restorative justice continues to be promoted within the establishment, specifically within the Offender Management Unit function.

Utilisation of Activity Places - In conjunction with One3One solutions we will continue to look to maximise commercial work at HMP Bullingdon whilst balancing the same against the need to deliver purposeful activity that can help reduce an offender's risk of reoffending. Additionally as part of Bullingdon's benchmark we will seek to implement, by October 2014 the required changes to Bullingdon's activity places managing any changes to prison industries in conjunction with One3One solutions.

Home Detention Curfew (HDC) - We will continue to deliver an HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address will be offered accommodation through BASS - in accordance with PSI 25/2013 and Annex I of PSO 6700 (Home Detention Curfew).

BASS support-only will be considered for those with their own accommodation who could be released with additional support. We will also ensure that BASS is considered as an option when non-BASS HDC placements fail. The HDC strategy will stress the importance of liaison with the license supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels. HDC referrals to BASS will be delivered from within existing resources.

Utilisation of Video Link - HMP Bullingdon will, in conjunction the courts that we serve, seek to increase the use of the court video link service to at least 30% over the by March 2014 with a view towards exceeding this target to help drive further efficiencies for both the establishment and the wider ministry of justice.

Intervention Holidays – Bullingdon will receive prisoners who need access to programmes run at HMP Bullingdon on “intervention holidays” (where the prisoner is sent to Bullingdon for the express purpose of completing the programme and then sent on to another establishment once the programme has been completed).

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"> As part of "Every Contact Matters" HMP Bullingdon remains committed to ensuring that staff and management have a shared understanding of the outcomes and priorities that create a truly rehabilitative culture enabling offenders to effectively engage in reducing their risk of reoffending. HMP Bullingdon has in place an action plan for every contact matters which not only focuses on ensuring that all opportunities for positive pro social modelling of prisoners are explored by staff working at HMP Bullingdon, whether it be a 5 minute conversation with a prisoner about their priorities for their sentence plan on the unit or a formal sentence review meeting. Outstanding rehabilitative needs are identified and discussed with prisoners during their induction. 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, specifically via the use of the Prison-NOMIS system. Risk Management – All staff within HMP Bullingdon will continue to make effective use of information sharing (such as observation book, handover / daily briefing sheets)(and monitoring mechanisms as part of their core tasks that contribute to safe, decent and secure rehabilitative environment. Key information on prisoners sentence plans will also continue to be shared via the Prison-NOMIS case note system to enable to effectively engage with offenders. HMP Bullingdon operates an integrated IEP system that enforces the need for prisoners to demonstrate to staff that they have engaged with rehabilitative activities prior to being able to progress to higher levels. 	
Prisoners are made aware of their responsibilities in engaging with and accessing services	<ul style="list-style-type: none"> Linked to every contact matters and effective management of reoffending is the need to ensure that staff, at a minimum, effectively signpost and encourage prisoners to access/engage with services that will help them address their risk of reoffending. 	
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<ul style="list-style-type: none"> HMP Bullingdon's Every Contact Matters Action Plan reflects our commitment to using pro social modelling to address prisoners anti social attitudes thinking and behaviour. Via our action plan and regular management discussions we will continue to promote and improve the understanding of the importance of demonstrating pro-social behaviours and attitudes at all levels and the positive impact that this can have on reducing reoffending. We will assess the success of this through assessing trends in adjudications, violence management and findings from external scrutiny such as MQPL, HMIP and DDC visits. Bullingdon's prisoner council and prisoner forums will continue to be used to highlight good practice across different areas of the establishment and to provide feedback on where further development may be required. 	

Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<ul style="list-style-type: none"> • Employment and Benefit Advisors – prisoners are given access to support onto the DWP work programme and in applying for job seekers allowance. • Toe by Toe – Peer mentoring reading scheme helping to improve literacy for offenders. • New Leaf Project – Provision of support to short term offenders prior to release and for up to 12 weeks after release by volunteer mentors from the community. • OLASS 4 provision of basic skills (level 1) training which enables prisoners to engage with the regime as well as providers of rehabilitation services. • OLASS 4 Tribal provision which seeks to find offenders education/training places on release. 	<p>Co-commissioned national contract with DWP.</p> <p>Co-Commissioned National SFA</p> <p>Co-Commissioned National SFA</p>
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 – Providing support for both the maintenance of existing accommodation and providing support in finding accommodation for prisoners upon their release including providing contact details for existing housing service providers. This resource will be available until the CRC contract is awarded. 	Locally commissioned
Prisoners can access services that enable them to seek settled and suitable housing for release.	<ul style="list-style-type: none"> • St Giles Trust – Providing support for both the maintenance of existing accommodation and providing support in finding accommodation for prisoners upon their release including providing contact details for existing housing service providers. This resource will be available until the CRC contract is awarded. 	Locally commissioned
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"> • DWP assistance to close down and reinstate benefit claims • Bank accounts – Provision of support for prisoners to open a bank account whilst in custody. • Citizens advice Bureaux debt advisory service – Debt advice for prisoners (to be delivered up until the introduction of CRC's and with a review of current co-funding arrangements ahead of this time to see if this service could continue) 	<p>Co-commissioned national contract with DWP.</p> <p>Locally commissioned and co-funded.</p>
Prisoners can access available services which enable them to address their family welfare and family support needs.	<ul style="list-style-type: none"> • Domestic visits – Availability of domestic visits sessions for prisoners. • Prisoners' immediate families are invited and encouraged to contribute to sentence planning reviews, particularly post programme reviews. • Family day visits – Special one day visits for prisoners and their families. • Signposting of offenders to community based services that support prisoner's families. 	Locally commissioned

Prisoners have equivalence of access to health services in custody as in the community.	<ul style="list-style-type: none"> On reception, prisoner's current health needs are reviewed and prisoners are subsequently signposted and supported in tackling any identified needs. Prisoners are provided with the contact details for existing community health related services. Prisoners have access to Primary and Secondary Health services, including mental health services, commissioned through health including: Doctor – GP service, Dentist, Nursing care, optician, Physiotherapy, Podiatry and Gum Clinic. Prisoners have access to the Patents Advice Liaison service to discuss / raise concerns over treatment. 	<p>National Co-Commissioned NHS England</p> <p>National Co-Commissioned NHS England</p> <p>National Co-Commissioned NHS England</p> <p>National Co-Commissioned NHS England</p>
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<ul style="list-style-type: none"> On reception all prisoners have individual health assessment. Essential immediate clinical needs are met. Stabilisation, detoxification and observation are undertaken as appropriate. RAPt – Ongoing clinical and psychosocial support is provided based upon the needs of the prisoner. This can include access to drug and alcohol programmes and monitoring by the Substance Misuse Workers.. HMP Bullingdon continues to remain engaged with the NHS commissioner to ensure that prisoner needs are understood and the commissioning strategy is suitable. Prisoners have access to the contact details for services that can support them with their drug and alcohol needs. 	<p>National Co-Commissioned NHS England</p> <p>National Co-Commissioned NHS England</p> <p>Co-commissioned as appropriate.</p>
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 are provided with the contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse. 	Local Authority Co-commissioned.
Prisoners who have been sex workers can access services that offer them advice and support.	<ul style="list-style-type: none"> Prisoners can be provided with the contact details and enabled to engage with existing community based services that support sex workers. 	Local Authority Co-commissioned.

Table 4b: Rehabilitation Services - Additional Services Offer

Using segmentation and local data sources to target resources where they will deliver the greatest outcomes for investment - this table should reflect the case management activity, risk management activity and rehabilitative services and interventions, delivered within the establishment which are **additional** to the core offer

Segment	Total no. of Prisoners within Segment <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	873	<p>Time for families – Delivers training/advice covering relationships, child care and finance/money to prisoners and their partners (excludes sex offenders). This service will be reviewed during 2014.</p> <p>Family day visits – Special one day visits for prisoners and their families</p> <p>Narcotics anonymous – Provision of narcotics anonymous support for prisoners</p> <p>Alcoholics anonymous – Provision of alcoholics anonymous support for prisoners</p> <p>Gamblers anonymous – Provision of gambling anonymous support for prisoners</p> <p>Land based activities ROTL – Release of prisoners on ROTL to provide support with the maintenance of the prison grounds.</p> <p>Release on Temporary Licence – Release on temporary licence to support prisoners' preparation for release or demonstration of reduction of reduction in reoffending. This will include work with Cherwell District Council placements.</p>	<p>Locally commissioned Places subject to review.</p> <p>Locally commissioned 60 places.</p> <p>Locally commissioned Demand led</p> <p>Locally commissioned Demand led</p> <p>Locally commissioned Demand led</p> <p>Locally commissioned 2 places</p> <p>Locally commissioned Demand and suitability led.</p>

		<p>Military Veterans in Custody – Provision of additional support for Military Veterans in Custody, pre and post release.</p> <p>Recalls: Core rehabilitation services will be available to all fixed term and standard recallers. For those subject to a standard recall, we will also ensure that they have access to appropriate case management to support their ability to make representations to the parole board, irrespective of their OGRS score. We will ensure this group can engage with rehabilitation services as listed in table 4a to enable their earliest and safe re-release.</p>	Locally commissioned Demand led.
Sexual Offenders	<p>All Sex Offenders: 144</p> <p>Of whom:</p> <ul style="list-style-type: none"> • 44 are low OSP • 21 are high/very high OPS but low OGRS • 10 are both OGRS > 50 and >=High OSP 	<p>All sex offenders will be assessed using RM2000 to establish their risk of sexual reconviction, where this has not already been completed.</p> <p>Prisoners in this category who for whom assessment suggest programmes will reduce their risk will be allocated to the following programmes at HMP Bullingdon:</p> <ul style="list-style-type: none"> • Core Sex Offender Treatment programme (7 completions) • Becoming New Me (14 completions) • Healthy Sex Programme (4 completions) <p>Where other sex offender treatment programmes are considered appropriate Bullingdon will seek to move these prisoners to an establishment completing these programmes to help the offender(s) reduce their risk of reoffending.</p>	
Violent offenders	<p>All violent offenders: 329</p> <p>Of whom:</p> <ul style="list-style-type: none"> • 60 are low OGRS • 26 are 25-49 OGRS and medium or above on OVP (30 and above) • 22 are OGRS 50+ and high OVP (60 and above) • 19 are OGRS 50+ but low OVP (below 30 on OVP) • 51 are OVP > 60 	<p>Where OASys has not already been completed we will prioritise violent offenders for early OASys completion and subsequent reviews.</p> <p>We will take OVP into consideration when targeting activities and services for violent offenders.</p> <p>These offenders will be targeted for the following interventions (aimed at those offenders with violence as an offence that fall within the higher OGRS scores):</p> <ul style="list-style-type: none"> • Healthy Relationships Programme (7 medium completions and 14 high completions) • Thinking Skills Programme (36 completions) • Resolve (36 completions) <p>Where other programmes may be more suitable for offenders in our custody HMP Bullingdon will make arrangements (where appropriate and subject to sufficient spaces) for offenders to complete these programmes at other establishments.</p> <p>In addition to formal interventions these prisoners will also be targeted for the following:</p> <ul style="list-style-type: none"> • Sycamore Tree (for OGRS scores of 50+) – Victim awareness <p>Domestic Violence (DV) – We will further assess all offenders with a DV flag on OASys, using SARA. Where their risk is above 'low' we will assess their suitability for DV intervention and transfer to establishments delivering this programme when they are suitable. For those DV offenders that are high risk on the SARA assessment, we will also prioritise from this group for higher intensity risk management including monitoring of visits, effective sharing of</p>	Locally Commissioned 80 places

		intelligence with external partners, and, where necessary monitoring of correspondence.	
Indeterminate Sentenced Prisoners (ISPs)	<p>All ISPs 195</p> <p>Of whom:</p> <ul style="list-style-type: none"> • 137 are convicted of violence offences • 16 are convicted of robbery • 40 are convicted of sexual offences 	<p>The intensity of case management for ISPs will range from medium to high and will vary over the course of their sentence with highest levels of intensity around key events such as preparing for moves to open conditions. Intensity of case management for ISP will also vary according to level of risk the offender presents (including risk of reoffending, violence, sex offending etc).</p> <p>Bi-annual one to one case management sessions will be staged around key events in the offenders' sentence and will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks, and helping the offender plan the next steps.</p> <p>Offenders who are approaching earliest release date will be prioritised for access to interventions (where appropriate) although consideration will be given on a case by case basis where this means that a determinate prisoner could be released without treatment.</p>	
Low likelihood of any reconviction OGRS 0-24%	<p>201</p> <p>Of whom 60 are violent and 40 of these are on low OVP.</p> <p>Of whom 8 are convicted of acquisitive offences</p> <p>And 17 are convicted of drugs offences</p> <p>Most of the acquisitive/drugs offenders have fall in the category 4+ years.</p>	<p>Low intensity case management – For offenders in this OGRS band expect for violent offenders with an OVP of 30+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentence prisoners.</p> <p>Low intensity case management includes – Offender supervisors review of sentence plan, a drop-in surgery for offenders to attend brief appointments/check on progress with engaging in rehabilitation services (to be established as part of Bullingdon's development objectives by March 2015). Offender Supervisors will make use of their time on wing supervision duty to "catch-up" with some of their caseload. We will put in place an approach based on "Every Contact Matters" to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation, and feed back on any relevant contact to the Offender Management Unit and Offender Supervisors.</p> <p>Risk Management – Security considerations inform decisions about the targeting of risk management activates as does the offender's risk of serious harm rating (regardless of their OGRS band).</p> <ul style="list-style-type: none"> • Our minimum risk management approach for all offenders is based on partnership between the Offender Management Unit, Security Department and others as required so that all risk information is shared. • Medium ROSH ratings prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison and restricting/monitoring visits where necessary. • High/very high ROSH ratings are prioritised for the highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern. 	
Medium likelihood of any reconviction OGRS 25-49%	<p>179</p> <p>Of whom 78 are violent and 34 of these are on low OVP.</p>	<p>Low Intensity case management will be provided (as described in 0-24% above) – For offenders in this OGRS band (expect for violent offenders with an OVP of 30+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentence prisoners) as described above.</p>	

	<p>Of whom 18 are convicted of acquisitive offences</p> <p>And 29 are convicted of drugs offences</p> <p>Most of the acquisitive/drugs offenders are in the sentence band 1-4 years.</p>	Offenders in this risk band will be considered for TSP and Resolve but will not secure a place above someone with a higher OGRS score.	
<p>High likelihood of any reconviction</p> <p>OGRS 50- 74%</p>	<p>310</p> <p>Of whom 129 are violent and 16 of these are on low OVP.</p> <p>Of whom 92 are convicted of acquisitive offences</p> <p>And 31 are convicted of drugs offences</p> <p>Most of the acquisitive/drugs offenders are in the sentence band 1-4 years.</p>	<p>Medium Intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP 30+, sex offenders with a RM2000 score of above "Low" and all indeterminate sentence prisoners for this level of service.</p> <p>Medium intensity case management includes: One to one supervision, recognising achievements / reflecting on setbacks and planning for positive change, motivation to maintain or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for the closet to release date, where key work/activity is still required.</p> <p>Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who are nearing the end of their sentence, will be prioritised to access rehabilitate services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release.</p> <p>Thinking Skills Programme (non acquisitive offenders) in this OGRS band are offered assessment for and a place on TSP though allocation will be prioritised by the risk of reoffending.</p> <p>Acquisitive offenders: We are working with co-commissioned partners to ensure that acquisitive offenders who need drug treatment are able to access it. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment. These prisoners will also be given access to RESOLVE where appropriate.</p> <p>Restorative Justice: Bullingdon will seek to delivery this to prisoners convicted of offenders convicted of burglary followed by any remaining spaces being allocated to prisoners suitable for restorative justice.</p>	<p>Locally commissioned with at least 5 places to be delivered (with a view to moving to 10 places)</p>
<p>Very high likelihood of any reconviction</p> <p>OGRS 75-89%</p>	<p>166</p> <p>Of whom 60 are violent and 3 of these are on low OVP.</p>	<p>Highest intensity case management will be made available to as many offenders in this OGRS band as resources allow. We will being by prioritising violent offenders with OVP over 60%, sex offenders with an RM above 'medium' and indeterminate sentenced offenders approaching tariff or a move to open conditions.</p>	

	<p>Of whom 81 are convicted of acquisitive offences</p> <p>And 7 are convicted of drugs offences</p> <p>Most of the acquisitive/drugs offenders are in the sentence band 1-4 years.</p>	<p>High intensity case management is as medium intensity but with more frequent / longer supervisions sessions (with a clear purpose linked to the aims of the sentence plan), and active advocating for offenders where they may need help accessing services to reduce reoffending.</p> <p>Acquisitive offenders: We are working with co-commissioned partners to ensure that acquisitive offenders who need drug treatment are able to access it. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment. These prisoners will also be given access to RESOLVE where appropriate.</p> <p>Short sentence prisoners: Those that are nearing the end of their sentence will be prioritised to access rehabilitative services to support their resettlement needs.</p> <p>Thinking Skills Programme (non acquisitive offenders) in this OGRS band are offered assessment for and a place on TSP though allocation will be prioritised by the risk of reoffending.</p>	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	<p>17</p> <p>Of whom 2 are violent and 0 of these are on low OVP.</p> <p>Of whom 81 are convicted of acquisitive offences</p> <p>And 7 are convicted of drugs offences</p> <p>Most of the acquisitive/drugs offenders are in the sentence band 1-4 years.</p>	<p>Over 12 months – highest intensity case management – as medium intensity but with frequent / longer supervision sessions (but with a clear purpose linked to the aims of the sentence), including commissioning specialist one to one interventions as required, active advocating for offenders where they may need help accessing services to reduce re-offending. Where resources allow, we will particularly prioritise the highest OGRS, OVP and RM2000 groups, and indeterminate sentenced offenders approaching a key stage in their sentence. As part of our case management approach for this risk group, offenders are referred to IOM services in the community for post release supervision and support.</p> <p>Short sentence prisoners: those that are nearing the end of their sentence will be prioritised for IOM and access to rehabilitative services that support safe resettlement.</p>	

Table 5: Accredited Programmes provided in the establishment		
Does this establishment deliver NOMs Commissioned accredited programmes?		Yes
Name of accredited programme	Number of agreed starts (expected for 2014-15)	Number of agreed completions (planned total for 2014-15)
Living Skills Programmes		
Thinking Skills Programme (TSP)	40	36
Healthy Relationships Programme -High Intensity (HRP-HI)	16	14
Healthy Relationships Programme - Moderate Intensity (HRP-MI)	16	14
RESOLVE	40	36
Total	112	100
Sex Offender Treatment Programme (nationally commissioned)		
Core Sex Offender Treatment Programme (C-SOTP)	9	7
Adapted Sex Offender Treatment Programme (A-SOTP) (Becoming New Me) (BNM)	16	14
Total	25	21
Grand Total	137	121

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>Building resilience – In recognition of the high levels of business change at HMP Bullingdon (including benchmarking) resulting in a risk of increased pressures on staff and that Bullingdon's staff sickness rates levels have risen during the 2013/2014 reporting period HMP Bullingdon will continue to seek to foster an environment that identifies where staff are at risk. Where risks are identified we will ensure that appropriate support is put in place (for example, but not limited to ATOS referrals, counselling and IPRS) and continuity to, where required, seek additional staffing for any areas that need additional resources to support them through the changes that Bullingdon is delivering. Bullingdon will produce a local resilience action plan by April 2014 and the progress against this action plan will be monitored over the reporting year via:</p> <ul style="list-style-type: none"> • The regular, bimonthly, updates of Bullingdon's consolidated action plan • Continued monthly monitoring of Bullingdon's staff sickness levels • Regular monitoring of delivery via bilats between senior managers and the Governor/Deputy Governor. • Monitoring by the Deputy Director Custody's Office on their establishment visits and Bilats with the Governor. 	Yes
1 a-c	<p>Every contact matters – HMP Bullingdon will seek to implement the following actions from our every contact matters action plan:</p> <ul style="list-style-type: none"> • Regular staff / prisoner forums with a summary of these forums provided to Bullingdon's Senior Management Team for monitoring – to be in place by the end of May 2014. • A documented decency / expectations charter, written based on consultation with both staff and prisoners – to be in place by the end of September 2014. • Ensuring that all documents conversations use the prisoners preferred name or Mr by December 2014. • Reviewing the induction process with a view towards increasing the amount of peer support usage on first night/support mentoring unit, review to be completed by the end of December 2014. • Implementing a change request portal for ideas from staff / prisoners by the end of May 2014. • Exploration of the training of staff in the use of 5 minute interventions to support the delivery of coaching prisoners to thank and act differently in the future delivery of coaching prisoners to think and act differently in the future. Delivery will be explored by the end of April 2014 with training delivered over the 2014/2015 reporting year. 	No

OFFICIAL

	<ul style="list-style-type: none"> • A pilot of checklists/question sheets for personal officers to support improved personal officer conversations. Pilot to be completed by the end of September 2014. • A pilot of a checklist/question sheet to be completed prior to the move of prisoners to the Segregation, Support and Challenge Unit (specifically around refusal to locate in cell). Pilot to be completed by the end of September 2014. 	
1 a-c & 5.6	Enabling Environments – HMP Bullingdon will continue to drive towards gaining enabling environments status in Bullingdon's Segregation, Support and Challenge Unit by March 2015 with an action plan being established by June 2014 to map Bullingdon's move towards the delivery of this objective. Delivery will be monitored via local management meetings; Bullingdon's consolidated action plan and visits/meeting with the Deputy Director Custody and their team.	Yes
2a	Working with Partners and Integration of Delivery – HMP Bullingdon will complete the following actions in relation to this area of work (see table 3 for further details): <ul style="list-style-type: none"> • Completed a review of who we work with and how we work with them by the end of December 2014. • Create a plan to deliver the above and the other elements stated in table 3 section 2 (Working with Partners) by the end of March 2015. 	Yes
2d	Social Care Needs - To work with NOMS Health & Wellbeing Co-commissioning, the local authority, HMP Huntercombe and NHSE, to develop a joint action plan for social care by June 2014 , to be implemented over the remainder of the 2014/2015 SLA year. The action plan will aim to ensure appropriate arrangements are in place for screening and assessing prisoners with social care needs are established and prepared for the anticipated provision of the Care Bill from April 2015.	Yes
3	Time for Families – HMP Bullingdon will complete a review of the delivery of the Time For Families Programme to assess whether delivery of this programme remains viable in the context of budget and resource constraints. This review will be completed by the end of December 2014 and will be assessed by the successful completion of the same.	No
2e	Offender Families – HMP Bullingdon 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 .	Yes
1 and 2	Resettlement Prison – HMP Bullingdon will review and amend delivery to ensure that it is able to meet its new role of being a resettlement Prison by October 2014 . The successful completion of this action will be assessed via DDC visits, external inspections and delivery against relevant Service Delivery Indicators.	No
1	Drop in offender management sessions - HMP Bullingdon will develop drop in sessions for low risk of reoffending prisoners by March 2015 . This will be assessed by the successful implementation of the same by the stated date.	No
2	Probation Benchmark - HMP Bullingdon will assess and manage any impact of the probation benchmark on the recourses that are deployed to HMP Bullingdon.	No

OFFICIAL

1	Offender Management Model – HMP Bullingdon will assess and develop our Offender Management Model to match the provision stated in Table 4B and in light of any national changes (including resources changes) by October 2014 . Delivery of this objective will be assessed by internal management reports, monitoring of delivery and the ability of HMP Bullingdon to adapt to the required changes (as reported on by internal and external assessment).	No
1	OASys - In addition to the above HMP Bullingdon will seek to the number of OASys documents not allocated to an offender supervisor to 0 (prioritising those with the highest risk first) by March 2015 . Linked to this will also be ensuring that the establishment focuses on getting all new offender supervisors trained to the required standards by March 2015.	No
6	Regime Refresh – HMP Bullingdon will continue to monitor delivery against the regime refresh element of its stage 6 benchmark report ahead of ensuring full implementation of the same (including any notifications of change) by the end of March 2015 .	No
6	Programme Delivery – HMP Bullingdon will seek to by April 2015 in conjunctions with the regional physiology team amend Sex Offender Treatment Programme delivery to facilitate the following level of completions for the reporting year 2015 – 2016: <ul style="list-style-type: none"> • 0 Core (a decrease of 7 completions on 2014/2015) • 21 Becoming New Me (an increase of 7 on 2014/2015) • 10 Health Sex Programme (an increase of 6 2014/2015) 	No
6	TACT – HMP Bullingdon will ensure that any recommendations identified by in year as part of the biannual assessments completed by RCTCs of TACT are completed within a responsible timescale.	No
1	Safer Custody and Equalities – By the end of March 2015 HMP Bullingdon will have successfully transitioned to its new safer custody and equalities model as proposed by the benchmarking programme. Successful delivery will be assessed via the use of external inspections (e.g. DDC's office, MQPL, Staff Survey Results) and additional local management analysis of this area.	No
3	Delivery of Benchmark – Bullingdon will implement new staffing profiles and deliver the required changes to the residential units as part of Bullingdon's updated benchmark report by the end of April 2014 .	No

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	

OFFICIAL

27	Manage Prisoner Finance	Existing service specification which remains in force	
28	Prisoner Retail	Existing service specification which remains in force	
29	Enablers of national co-commissioned services in prisons	Existing service specification which remains in force	
30	Processing and Resolution of Prisoner Complaints	Existing service specification which remains in force	
31	Manage the Custodial Sentence - Categorisation & Allocation for Custody	Existing service specification which remains in force	
32	Manage the Custodial Sentence - Manage the Sentence Pre & Post Release from Custody	Remains in force until all outputs in new specification (Manage the Custodial and Post Release Periods) go live	
33	Manage the Custodial & Post Release Periods ⁺	Some provisions go live April/May 2014, others from contract award	Outputs 22, 22a and 23 (relating to the new risk escalation process), output 8 (which covers the resettlement needs screening of prisoners and for remand prisoners was previously an output in the Rehabilitation in Custody Specification) and outputs 53/54 (jurisdiction is transferred in/out) will go live April/May 2014. The remainder of the specification will go live at the date of CRC contract award.
34	Rehabilitation Services - In custody	Go live April/May 2014	
35	Bail Accommodation Services (BASS)	Go live April/May 2014	
36	Prisoner Employment, Training & Skills	Existing service specification which remains in force	

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

Table 7b: Service specifications applicable under this Local Annex

For the following specifications, indicate which are applicable to the establishment by confirming Yes or No			
37	Specialist Units (HSE)	No	Existing service specification which remains in force
38	Bail Services	Yes	Go live April/May 2014
39	Deliver Accredited Programmes	Yes	Go live April/May 2014
40	Mother & Baby Unit	No	Existing service specification which remains in force
41	Deliver Victim Offender Conferencing (Restorative Justice)	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	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	Yes
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	Yes
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	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.	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	Yes

Table 7d: Agreed delivery hours for specified services

Service Specification	Output	Agreed hours	Rationale (where hours are agreed above the minimum set within specifications)
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification)	Minimum of 30 minutes 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)

[illegible]

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
Other Occupations	Arncott Barber	1	28.25
Wing Cleaning	Arncott Houseblock cleaners	11	28.25
Other Occupations	Arncott Kitman	2	28.25
Other Occupations	Arncott Laundry	2	28.25
Other Occupations	Arncott Painter	1	28.25
Recycling Activity	Arncott Yards and Bins	1	28.25
Other Occupations	Arncott CV room Orderly	1	28.25
Other Occupations	Arncott Servery	7	28.25
Other Occupations	A wing Greenband	2	28.25
Other Occupations	Blackthorn Barber	1	28.25
Wing Cleaning	Blackthorn Houseblock cleaners	10	28.25
Other Occupations	Blackthorn Kitman	3	28.25
Other Occupations	Blackthorn Laundry	2	28.25
Other Occupations	Blackthorn Painter	2	28.25
Recycling Activity	Blackthorn Yards and Bins	1	28.25
Other Occupations	Blackthorn CV room Orderly	2	28.25
Other Occupations	Blackthorn Servery	7	28.25
Other Occupations	B Wing greenband	2	28.25
Wing Cleaning	Charndon Centre cleaner	1	28.25
Wing Cleaning	Charndon Houseblock Cleaner	10	28.25

OFFICIAL

Other Occupations	Charndon Painter	1	28.25
Other Occupations	Charndon Laundry	2	28.25
Other Occupations	Charndon CV Orderly	1	28.25
Other Occupations	Charndon Kitman	2	28.25
Recycling Activity	Charndon Yards and Bins	1	28.25
Other Occupations	Charndon Barber	1	28.25
Other Occupations	Chardon Served	8	28.25
Other Occupations	Dorton Barber	1	28.25
Wing Cleaning	Dorton Houseblock cleaner	12	28.25
Other Occupations	Dorton Disability orderly	1	28.25
Other Occupations	Dorton kitman	2	28.25
Other Occupations	Dorton Laundry	2	28.25
Other Occupations	Dorton Painter	1	28.25
Other Occupations	Dorton yards and bins	1	28.25
Recycling Activity	D wing CV room orderly	1	28.25
Other Occupations	Dorton Served	8	28.25
Other Occupations	Dorton Greenband	2	28.25
Other Occupations	Edgcott Barber	1	28.25
Wing Cleaning	Edgcott Houseblock Cleaner	8	28.25
Other Occupations	Edgcott Kitman	2	28.25
Other Occupations	Edgcott Laundry	2	28.25
Other Occupations	Edgcott Painter	1	28.25
Other Occupations	Edgcott Correspondence	2	28.25
Other Occupations	Edgcott Carer	9	28.25
Other Occupations	E wing CV room orderly	1	28.25
Other Occupations	Edgcott Greenband	2	28.25

OFFICIAL

Other Occupations	Edgcott Servery	6	28.25
Other Occupations	Finmere Orderly	10	28.25
Kitchen	Kitchen Assistant	18	28.25
Works Department	Workshop Stores	6	28.25
Orderly Cleaners	Education Redband	4	28.25
Orderly Cleaners	Safer custody Orderly	3	28.25
Orderly Cleaners	ETE Orderly	2	28.25
Orderly Cleaners	Reception Orderly	4	37.25
Orderly Cleaners	Segregation Orderly	2	28.25
Orderly Cleaners	Healthcare Orderly	2	28.25
Orderly Cleaners	Library Orderly	3	28.25
Orderly Cleaners	Tribal Orderly	2	28.25
Orderly Cleaners	VO Collator	1	28.25
Orderly Cleaners	Chapel Orderlies	3	28.25
Orderly Cleaners	Gym Orderly	3	28.25
Orderly Cleaners	SOTP Orderly	1.5	28.25
Total		214.5	

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	Maths & English Classes	56	31.25
Education leading to accreditation	Introduction to College/Work/BKSB	60	12
Education leading to accreditation	Learning and workplace values and practices	15	15
Education leading to accreditation	Education Music	16	28.25
Education leading to accreditation	Personal and Social Development	8	16.25
Education leading to accreditation	Personal and Social Development E Wing	8	12
Education leading to accreditation	Painting and Decorating	7	25
Education leading to accreditation	Tiling	6	25
Education leading to accreditation	Plumbing and Pipes	8	25
Education leading to accreditation	Education carpentry class (FT)	6	25
Education leading to accreditation	Business Enterprise	16	28.25
Education leading to accreditation	Ready Steady Work	8	12

OFFICIAL

Education leading to accreditation	Edgcott Horticulture AM	8	13
Education leading to accreditation	Education Horticulture PM	8	12
Education leading to accreditation	Creative Techniques Main Education	24	28.25
Education leading to accreditation	Creative Techniques Edgcott	12	12
Education leading to accreditation	Education Cookery FT	8	28.5
Education leading to accreditation	Education ESOL 1	16	28.5
Education leading to accreditation	Education ICT 1	18	28.5
Education leading to accreditation	Education ICT Edgcott	18	28.5
Education leading to accreditation	City & Guilds Level 2 Award in Preparing to Support Learning (QCF)	6	6.25
PE Leading to QCA Qualifications	Gym Course	10	28.25
Skills training leading to Accreditation	Health and Safety for workers	6	28.25
Skills training leading to Accreditation	Health Associates Gym based	3	28.25
Skills training leading to Accreditation	Health Trainer Gym Based	3	28.25
Other Resettlement Activities (ROTL)	Outside work ROTL	4	28.25
Other	St Giles NVQ Course	10	28.25
Sub total		368	
Table 8 Total		840.5	

Section 3: Regime Outline

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

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

Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
Mon	4h 11m	2h 08m	1h 01m	0h 58m	0h 40m	9h 00m
Tue	4h 11m	2h 08m	1h 01m	0h 58m	0h 40m	9h 00m
Wed	4h 11m	2h 08m	1h 01m	0h 58m	0h 40m	9h 00m
Thu	4h 11m	2h 08m	1h 01m	0h 58m	0h 40m	9h 00m
Fri	2h 00m	1h 27m	4h 07m	0h 58m	0h 20m	8h 54m
Sat	0h 58m	2h 59m	0h 00m	0h 58m	0h 12m	5h 08m
Sun	0h 58m	2h 59m	0h 00m	0h 58m	0h 12m	5h 08m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	3h 45m	2h 00m	1h 39m	0h 58m	0h 36m	8h 59m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	2h 57m	2h 17m	1h 10m	0h 58m	0h 29m	7h 53m

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
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)	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		17.00
CU074	MQPL BME Score	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
CU056a	Security Audit - Audit & Corporate Assurance (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.56
CU057a	Self Harm Audit (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.40
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
CU075	HMIP Respect	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

OFFICIAL

CU077	HMIP Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.86
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU079	MQPL Decency	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.83
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																		

Offender Management

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU002	Release on Temporary Licence (ROTL)																		100.00 %
		95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %
CU043	Generic Parole Process (GPP)																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU083	OASys Quality																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU086A	Return of MAPPAs 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													21	21			21	942
CU021	Offending Behaviour Programme (OBP) Completions																		
														100.00	100.00			100.00	6,456.00

OFFICIAL

Regimes

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %
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 %	10.00 %
CU015	Employment on Discharge	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %
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