



HM Prison &
Probation Service

Model for Operational Delivery: Resettlement Prison

Supporting effective delivery in prisons

Version 2.0, May 2018

Introduction

The [Prison Safety and Reform White Paper](#) set out the need to deliver an estate fit to enable reform, with a vision of the prison estate that is less crowded, better organised, and increasingly made up of modern, fit for purpose accommodation. Underpinning this vision was the need to simplify how the prison estate is organised.

Currently, prisons have populations that are often a complex mix of different types of prisoner with diverse needs and risks, it is very difficult for a regime to adequately cater for these. The result is that we are neither efficient in our use of the estate nor effective in how we allocate prisoners within it.

The Prison Estate Transformation Programme (PETP) is responsible for delivering a simplified estate with Reception, Training and Resettlement Prisons. Through the process of Reconfiguration, the PETP is investing in, and reorganising, our estate to ensure specific cohorts of prisoners are placed in prisons that have a clear function to facilitate a regime that effectively meets the needs of its population. To support prisons in understanding their population and delivering their function, PETP has developed Models for Operational Delivery (MOD).

The MOD brings together for the first time a comprehensive analysis of the latest evidence for the types of prisoner that will be held in each prison type in the reconfigured estate. It sets out the nature of the services and activities a prison should deliver and includes case study examples from across the estate. The MOD are designed to be a toolkit for Governors, reflecting the empowerment agenda. It is a resource which Governors can use to help design the prison day to meet the needs of prisoners. The MOD can also be used by Commissioners to effectively fulfil their commissioning role.

The MODs do not seek to change, limit or remove the legislated responsibilities of prisons. Consideration of the [Equality Act \(2010\)](#) and the [Prison Rules \(1999\)](#) have run through the development of the MODs and would need to be a central tenet of any locally developed operating models.

Translating the MODs into practice is dependent on the development of the right culture across the estate. PETP acknowledge that it will only be possible to transform prisons into places of rehabilitation once basic issues such as cleanliness, decency and safety are addressed. The Transforming Security Programme, the new Offender Management in Custody model and the Drugs Taskforce should improve safety and security arrangements. The number of frontline Prison Officers in Public Sector Prisons in the adult male estate will also go towards tackling these basic issues.

The MODs are iterative and will change over time to reflect developments in Prison Safety and Reform, changes to policy and legislation.

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Please read this prison MOD in conjunction with:

- The MODs overview and background
- Any relevant Specialist Cohort MOD

These can be found on the [PETP intranet pages](#).

1: Resettlement Prison overview

Resettlement Prisons play a fundamental part in our prison system, preparing an individual for release and resettlement into the community through building, maintaining or improving family and community ties and providing access to local community services. However, Resettlement Prisons are changing both in relation to the cohort they hold and in the nature of the services that could be provided to meet their needs.

In future, the resettlement cohort held in prisons with a resettlement function (whether primary or secondary) will be made up of two broad groups of prisoner preparing for release: those serving shorter sentences who arrive directly from a Reception Prison (known as [NPS or CRC] resettlement only cohort), and those serving longer sentences who have spent time in a Training Prison addressing their rehabilitative needs and are approaching release (known as post-training resettlement cohort [PTR]). Every person transferring in to a Resettlement Prison will serve a minimum of 28 days there prior to their release.

Resettlement-only cohort

These prisoners will, on average, spend around 9-12 weeks in custody. They tend to be younger, less mature and more likely to have been living a chaotic lifestyle and disengaged from services prior to arrival in custody. To minimise the depth of imprisonment and maximise the chances of successful reintegration, building or maintaining family and community ties will be important.

Post-trainer resettlement (PTR) cohort

The PTR cohort will generally remain for longer depending on their allocation to NPS or CRC and progress within the training estate. CRC cases will spend 10 months in a Resettlement Prison with NPS cases potentially serving longer (14 – 24 months) or, for some, shorter (4-6 months) periods. Having spent time in a Training Prison, they are more likely to be better orientated in terms of personal adjustment to the custodial environment and will have completed rehabilitative activity. As they will have been in custody for a significant period they will have had limited links to services in the community that will need to be rebuilt.

These two cohorts will have different needs and characteristics but by concentrating them in Resettlement Prisons it will enable staff to focus on helping prisoners reform and prepare for their release and reintegration into the community. The ambition remains that Resettlement Prisons, like Training Prisons should offer a full-time regime. However, the changing nature of a Resettlement Prison provides the opportunity to design and develop a regime and deliver services differently including by taking advantage of the opportunities provided by the introduction of OMiC.

Underpinning this is the principle of self-determination, where prisoners are encouraged to take responsibility for their own reform and rehabilitation. They should be able to exercise an appropriate degree of choice about what, when and how they engage with resettlement whilst being supported and motivated to do so. A broader understanding of the concept of resettlement is at the heart of the regime as prisoners will spend longer periods in this type of prison focusing on their resettlement in recognition of this understanding.

Composition of the Resettlement Prison MOD

The MOD sets out the key evidence and nature of service that *could* be provided for the cohorts in Resettlement Prisons. It acts as a framework that can be used by Governors to develop their business plans and local operating models to provide the best possible service offer suitable for the resettlement cohort. Specifically:

Section 2 sets out the Resettlement Prison ‘Prison on a Page’ and details the cohorts of prisoners in Resettlement Prisons.

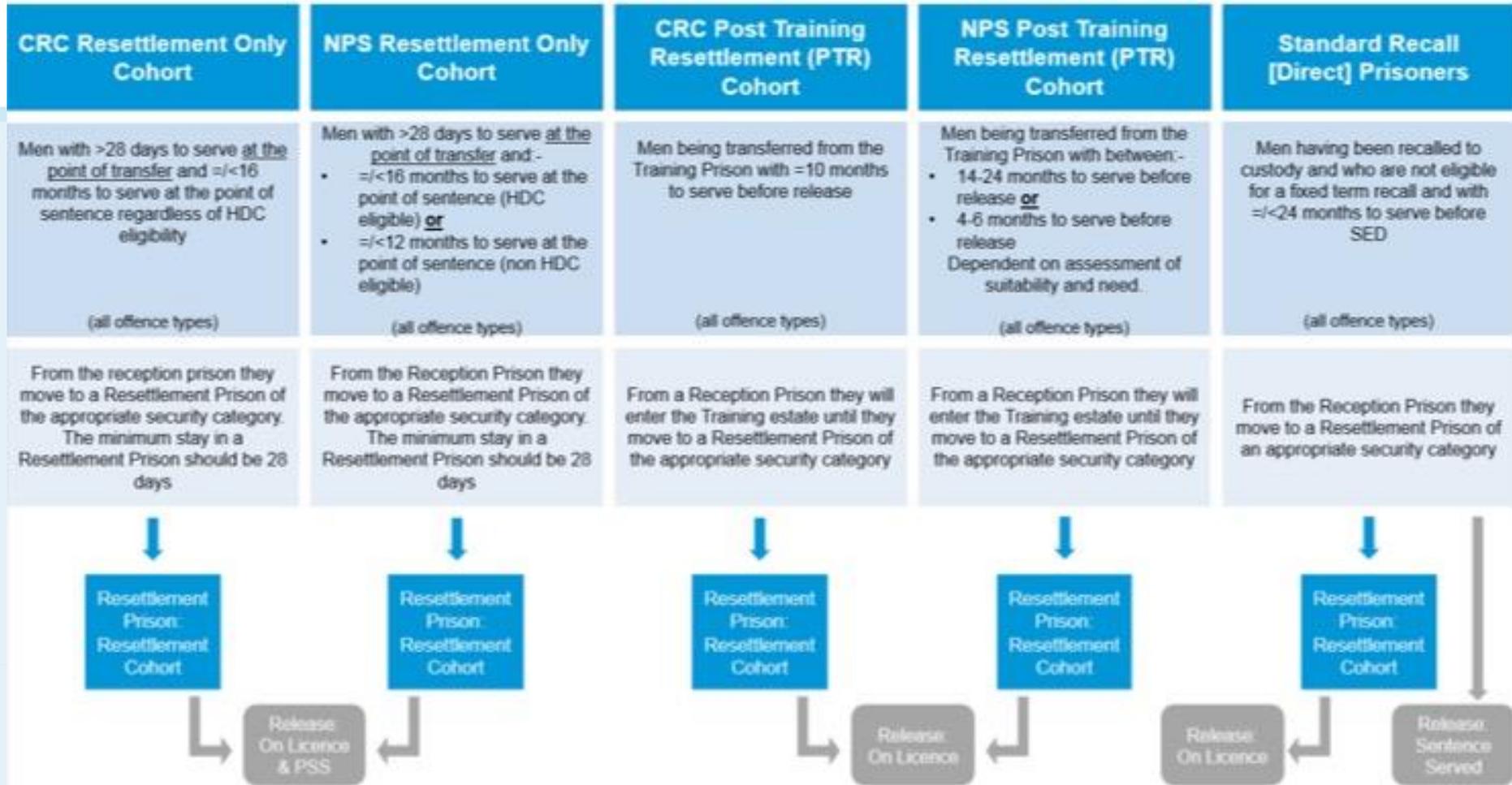
Section 3 summarises the evidence for the resettlement cohort drawing out the key points to be considered. It is underpinned by a more detailed evidence pack that can be accessed on the [PETP intranet pages](#)

Section 4 details what good looks like for the regime and activity in a Resettlement Prison. It uses the evidence base that underpins what is known about this cohort and offers guidance on how to structure a regime with activity, interventions and services which are geared towards resettlement.

Section 5 focuses on the wider considerations that Resettlement Prisons will need to understand in order to meet the broader needs of the cohort. It includes the need to think differently about how a prisoner entering a Resettlement Prison for the first time is settled in to the environment, meeting their healthcare needs, support services required, preparing prisoners for release and how they are aided to effectively resettle into the community once they go through the gate.



2: Resettlement cohort definitions



Resettlement Prison						
Mission	Our mission is to deliver a prison service which provides an appropriately secure environment, that treats prisoners safely and decently, protects the public and reduces reoffending by providing effective and appropriate rehabilitative and resettlement opportunities.					
Aims	To provide a secure environment	To accommodate prisoners safely and decently	Settle prisoners into the Prison Environment	To mitigate the negative impact of imprisonment	To provide a rehabilitative environment	To provide effective community links
Cohorts	Resettlement Only Cohort		Post Trainer Resettlement Cohorts		Standard Recall Resettlement Cohort	
Objectives	To provide effective and community facing resettlement		To provide resettlement opportunities with a strong emphasis on long term positive change and enable individuals to translate personal change into circumstantial change		To build motivation and provide opportunities capable of sustaining long term change	
Services	Access to substance misuse services focused on maintenance, reduction and relapse prevention Access to quality resettlement services Access to quality TTG services Access to quality and timely HDC assessments and processes		Access to quality resettlement services Access to quality TTG services Access to quality and timely HDC assessments and processes where appropriate		Access to quality resettlement services Access to quality TTG services Access to legal services	
Activities	Access to activities appropriate to their likely length of stay Access to activities to increase settlement and promote positive engagement with the regime Access to activities that promote personal and social responsibility Access to activities that promote opportunities for prisoners and families to engage, retain and develop pro-social relationships Access to community based/linked activities		Access to activities that build on/continue the skills and knowledge previously acquired Access to activities that promote the development of a new pro social identity Access to activities that promote personal and social responsibility Access to activities that promote opportunities for prisoners and families to engage, retain and develop pro-social relationships Access to community based/linked activities		Access to activities to increase settlement and promote positive engagement with the regime Access to activities that promote the development of a new pro social identity Access to activities that promote personal and social responsibility Access to activities that promote opportunities for prisoners and families to engage, retain and develop pro-social relationships Access to community based/linked activities	
Interventions	Interventions such as Timewise to reduce custodial violence Interventions that build personal capabilities and life skills Interventions aimed at developing autonomy and self reliance		Interventions to embed learning from those previously completed in the training estate Interventions that build personal capabilities and life skills Interventions aimed at developing autonomy and self reliance		Interventions to increase compliance and motivation including any specifically designed for those who have been recalled to custody Interventions aimed at building motivation and preparation for change Interventions such as Timewise to reduce custodial violence	

3: Evidence Summary

While the number of prisoners with sentence of six months or less has decreased the number of prisoners sentenced to more than 6 months but less than 12 months has increased. By the end of 2016, this population had increased by **13%** from the previous year.

69% of adult men have an OGRS score of 50% or more.
The most prevalent offence types are violence, followed by acquisitive offences.

At the end of 2016, **15%** of adult men in prison were serving a sentence of two years to up to four years.

At the end of 2016:
39% of adult men in prison were serving a determinate sentence of more than 4 years.

Adult men serving shorter sentences are more likely to be reconvicted of any offence within 2 years of release.

41% of men sentenced to 4 years or more have an OGRS score of 50% or more.
This group has a lower risk of general reconviction than the resettlement groups with shorter sentences, as there are more individuals with a sexual offence type.

Young adults are over-represented in assaults in prisons, committing **23%** of violent assaults, involved in **28%** of fights, and making up **20%** of victims of assaults in prisons in 2014, despite representing only around **6%** of the prison population during that year

Men serving short sentences are more likely to present with high likelihood of reconviction and significant needs in a wide range of areas. These men will only be in custody for a relatively short period, and through the gate support will be critical for this group.

On a given day the number back in prison on a **fixed term recall** may be relatively small but the numbers returning over the course of the year will be much higher. This group are very likely to reoffend (**69.7%**) but they do not present with high risk of serious harm to others.

Young men on short sentences (<2 years) have a much higher likelihood of general reconviction. Young men sentenced to 2 years or more are more likely to be reconvicted in the 2 years after release for a violent offence.





4: Regime and Activities

The overarching aim of a Resettlement Prison is to prepare an individual for release and to resettle them into the community through maintaining or improving family ties and providing access to local community services.

The concentration and differing needs and time left to serve of the prisoners within the resettlement cohort, the principle of self-determination and the introduction of Offender Management in Custody (OMiC) provides local management teams with the opportunity to take advantage of the empowerment agenda and rethink the way activity is delivered and achieved outside of traditional methods. This is particularly relevant in respect of the concept of resettlement activity and brings an opportunity to design a regime and deliver services more effectively and efficiently.

Building family ties will be important to minimise the depth of imprisonment and maximise the chances of successful reintegration and reduce their risk of reoffending. Proactive work to try and prevent the loss of ties to community services or key pro-social relationships is important in order to aid successful reintegration.

Qualitative evidence indicates that fostering an environment of self-determination where those in Resettlement Prisons are encouraged and supported to self-manage aspects of their lives will help prepare prisoners for release and life in the community and lead to a reduction in reoffending. The extent to which this is achievable will depend on the infrastructure of an individual prison. For example, this could include, giving prisoners the ability to book an appointment to see a doctor, key worker or CRC without having to be dependent on a staff member, although help should be provided to those that need it. This approach mirrors the expectations they will face in the community on release and promotes the development of these skills in a supportive environment.

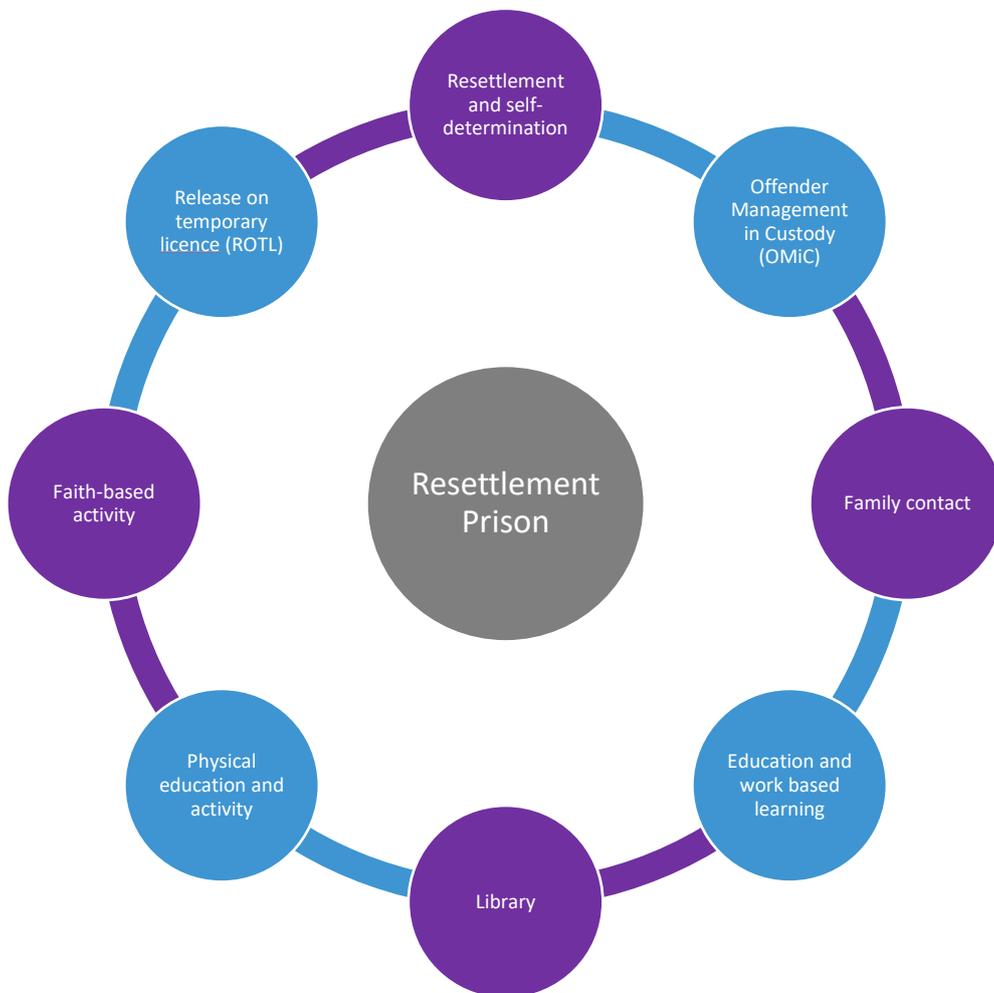
Linked to this is the importance of embracing activity as a purposeful use of a prisoner's time, not restricted to only work or education. This provides the opportunity to build resettlement into the heart of the regime by providing dedicated time for a broad array of resettlement activities at certain points approaching release. The through the gate (TTG) service delivered by CRCs will continue to play an integral part of any regime in a Resettlement Prison. However, the most effective resettlement of prisoners happens over a longer period of time within a broader consideration of the individual's resettlement needs and one which has an outward focus. This includes through effective use of ROTL, enabling prisoners to experience the community ahead of their release.



It will be for Commissioners and Governors of Resettlement Prisons to define and agree the level of regime delivery against prisoner need, capacity, and capability of the site (local infra-structure and workforce) and their budget. The MODs aim to facilitate meaningful conversations between Commissioners and prison Governors in order to agree the most effective, comprehensive and aspirational regime.

Composition of this section

The MOD highlights the main areas of activity which Governors will want to consider as they develop their regime and activities. The introduction of reconfiguration and the OMiC model provides the opportunity to rethink the way activity is delivered and achieved outside of traditional methods. This is set out below where applicable for each activity. The main areas of activity are:



(titles link to the relevant section)



Resettlement and self-determination

It will be important to build dedicated time for resettlement activities to promote self-determination and personal responsibility. Furthermore, it ensures that meaningful resettlement activity is at the heart of the regime and is accessible to all. Effective resettlement looks different for each individual and therefore how each person chooses to use their time is flexible and can be developed with support from their key worker.

Self-determination enables resettlement cohort prisoners to develop the skills they need to meet the challenges around time management, appointment scheduling and accessing services that can support achievement of their resettlement and life goals. It encourages a holistic approach to their resettlement with association and self-care sitting alongside families and more traditional resettlement pathways of employment and accommodation. This approach mirrors the expectations they will face in the community on release and promotes the development of these skills in a supportive environment.

Although the ambition is that the men should become more responsible for planning and undertaking activities for their resettlement, there will be some that require more support and direction than others. The key workers will provide the first line of this support but all service providers across the prison may be accessed by the individuals as part of his resettlement plan and activity. As such it is possible to see men access some services provided by education as part of their resettlement activity. Similarly, the activity undertaken at other times of the week should be seen as supporting the overall progress towards rehabilitation, reform and resettlement.

CV building workshops and courses which focus on providing prisoners with the knowledge, skills and tools to put them at the forefront of the labour market can help individuals to prepare for release and attain sustainable employment. Collaborative working with the CRC and supporting partners is encouraged in order to prepare individuals for the successful transition into sustainable employment. Access to banking services and JobCentre staff will provide prisoners with the opportunity to set up a bank account to ensure receipt of Job Seekers Allowance or wages on release.

Governors will want to ensure that there isn't duplication of service provision across service providers. Activities between service providers should seek to build and complement one another rather than merely offer an alternative provider for the same product or outcome.



Offender Management in Custody Model (OMiC)

Offender management is an integral part of supporting prisoners through their journey from initial sentence through to release. The introduction of the OMiC model moves offender management from the community into custody until prisoners approach their release date; and in the closed male estate OMiC introduces the key worker role. The aim of the model is to ensure that that prisoners:

- receive appropriate interventions and services;
- have maximum opportunity to build sustainable relationships with staff engaged in their rehabilitation and have fewer handovers;
- achieve a 'seamless prison sentence', rather than having to start again at each prison; and
- maximise efficiency of processes and resources, e.g. by locating such processes as HDC in the Resettlement Prisons and remove duplication as well as develop expertise.

In the closed male estate, there will be a core service which will be provided to all prisoners. Specialised offender management will be provided to prisoners allocated to the National Probation Service (NPS). The core service will include risk screening, a key worker and basic offender management delivered on a transactional basis. The specialised service will have a higher intensity of offender management delivery and an assigned named prison offender manager (POM) working with them to assess their risk and needs and offer one to one supervision to address their offending behaviour. This will be supported by training, supervision and support for staff delivering offender management.

OMiC will underpin the rehabilitative culture with a combination of specialised services, core services, leadership and skilled and supported staff. In a Resettlement Prison, OMiC will help prisoners to settle within the establishment, progress through their sentence and prepare for release into the community. Key workers will support prisoners and meet with them regularly for an average of 45 minutes per week. This will enable the key worker to motivate prisoners to prepare for the transition into the community.

Transitioning to OMiC may include a phased approach and support and training will be provided to all staff affected. During transition Governors will need to consider locally how to best use their resources to deliver the model while remaining within their cost envelope.



The following table sets out the key Offender Management actions for the cohorts in a Resettlement Prison.

Resettlement – Offender Management actions	
CRC Resettlement only	<p style="text-align: center;">Key worker</p> <p style="text-align: center;">Assessment and access to interventions e.g. accredited programmes & post programme work Initial and review of Categorisation An initial ROSH screening assessment CRC over 10 & medium ROSH initial OASys and sentence planning meeting Assessment and access to ROTL</p> <p style="text-align: center;">Pre-release tasks:</p> <p>HDC assessment, handover of prisoner's custodial report to community CRC Offender Manager, CRC Through the Gate resettlement services, prison Offender Manager goes through licence conditions and preps for release</p>
NPS Resettlement only	<p style="text-align: center;">Key worker</p> <p style="text-align: center;">Assessment and access to interventions e.g. accredited programmes & post programme work Initial and review of Categorisation Assessment and access to ROTL (for eligible non MAPPA cases)</p> <p style="text-align: center;">Assigned prison Offender Manager who will undertake initial and handover review OASys, sentence planning meetings, 1-1 supervision, input into ACCT.</p> <p style="text-align: center;">Assignment to a community Offender Manager 7.5 months before conditional release date, handover of responsibility and Pre-release Board with prison Offender Manager and community Offender Manager, HDC assessment, CRC Through the Gate resettlement services, prison Offender Manager goes through licence conditions and preps for release</p>
CRC Post Training Resettlement	<p style="text-align: center;">Key worker</p> <p style="text-align: center;">Assessment and access to interventions e.g. accredited programmes & post programme work Review of Categorisation CRC over 10 & medium ROSH and over 48 months review OASys and sentence planning meeting</p> <p style="text-align: center;">Pre-release tasks:</p> <p>HDC assessment, handover of prisoner's custodial report to community CRC Offender Manager, CRC Through the Gate resettlement services, prison Offender Manager goes through licence conditions and preps for release</p>
NPS Post Training Resettlement	<p style="text-align: center;">Key worker</p> <p style="text-align: center;">Assessment and access to interventions e.g. accredited programmes & post programme work Review of Categorisation Access to ROTL (for non restricted cases)</p> <p style="text-align: center;">Assigned prison Offender Manager who will undertake handover review OASys, sentence planning meetings, 1-1 supervision, input into ACCT.</p> <p style="text-align: center;">Assignment to a community Offender Manager 7.5 months conditional release date, handover of responsibility and Pre-release Board with prison Offender Manager and community Offender Manager, HDC assessment, CRC Through the Gate resettlement services, prison Offender Manager goes through licence conditions and preps for release</p>
Standard Recall Prisoners	<p style="text-align: center;">Key worker</p> <p style="text-align: center;">Assessment and access to interventions e.g. accredited programmes & post programme work Categorisation reviews</p> <p style="text-align: center;">Assigned Prison Offender Manager who will attend sentence planning meetings, undertake 1-1 supervision, input into ACCT.</p> <p style="text-align: center;">Parole Board Reviews, Pre-release Board with prison Offender Manager and community Offender Manager, CRC Through the Gate resettlement services, prison Offender Manager goes through licence conditions and preps for release</p>



Family contact

Social visits are one of the main protective factors for people held in custody. Evidence suggests that a lack of familial contact can lead to violent or self-harming behaviours, which will have a detrimental impact on prisons and prisoners. The statutory entitlement to social visits for convicted prisoners is two visits in every four-week period. In addition, policy allows for a visit on reception. Empowered Governors can add to this time with additional family visits or longer sessions to encourage family relationships.

It is integral to the prisoner's right to family life, as well as their rehabilitation, that they are able to have social visits; these are crucial to sustaining relationships with close relatives, partners and friends.

Providing visits in a relaxed environment is important. This may have a positive impact on the welfare of the prisoner as well as their motivation to engage in resettlement activities.

Family learning or homework clubs can provide an opportunity for family members to undertake educational activities and homework together in a fun and dynamic way, retaining family ties and involving prisoners in their children's education while encouraging their own relationship with education. Such events work most effectively when the focus of the session is about the interaction between the prisoner and their children.

Prisoners families should be made aware of existing schemes that are available which can facilitate and enhance family visits, including the Assisted Prison Visits scheme ([PSI 16/2011 Providing Visits and Services to Visitors](#)).

These relationships are considered to support prisoner's rehabilitation and prevent reoffending. Strengthening family ties features prominently in the recent publication, the [Lord Farmer review: Family ties at the heart of Prison Reform](#).

Emailprisoner.com and, In some prisons, the introduction of in-cell telephones can act as additional methods of maintaining family ties.

Governors could also consider options, though how this is managed will be dependent on local decisions, staffing levels and the cost envelope associated, including:

- Evening visits where there is a demand for this;
- Increasing the amount of visits sessions per day; and
- Building works to increase the size of the visits hall.



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Family based activity

There are a number of organisations and charities as well as in-house opportunities to support prisoners and their families throughout custody, through to release, to maintain vital emotional bonds and ensure the whole family feels supported. Below is a list of some established courses and organisations aimed at supporting maintaining family ties:

Building Better Relationships (BBR), this is a HMPPS accredited programme run by community rehabilitation companies (CRCs), for men who have been violent or abusive in their relationship.

Caring Dads is a program aimed at men who have physically or emotionally abused towards their children or their children's mother.

Storybook Dads allows men to record and send bedtime stories to their children.

The Prison Advice and Care Trust (PACT), a national charity that works with individuals throughout custody and on release to support prisoners and their families. PACT provides the following:

- **Within My Reach** supports young men in prison to learn conflict resolution skills, relationship decision-making strategies and relationship safety/violence prevention.
- **Coming Home** is a one-day resettlement workshop, which prepares prisoners for their return to the home and/or family.
- **Time to Connect** is for imprisoned parents and focuses on the role of 'play' in children's early development and the importance of positive parenting.
- **Building Stronger Families** aims to strengthen relationships between prisoners and their partners.
- **Building Bridges** is aimed at young people in prison, to strengthen the relationship between the young person and their parent, carer or guardian.
- **Family Literacy in Prisons** improves the bond between imprisoned parents and their children and increases engagement in their child's learning and development.

Barnardo's is a national charity that offers the following courses to prisoners:

- **Bathing Babies** is a Barnardo's course for prisoners with a baby under the age of one, fathers learn basic parenting such as bathing and feeding their baby to gain confidence in their role as a parent.
- **Five to Thrive** is a Barnardo's course designed to support parents together in their parenting allowing mothers to communicate in an education environment to fathers how they parent.



Education and work-based learning

The [Dame Sally Coates review: Unlocking Prisoners Potential A Review of Education in Prisons](#) highlighted the importance of education in unlocking prisoners potential and enabling them to progress into work upon release, thereby reducing their likelihood of reoffending.

Governors have greater freedom to deliver a curriculum that is informed by the needs of the prisoners in their care, addresses basic skills deficits and encourages personal responsibility for learning. This will be achieved through the introduction of a Dynamic Purchasing System (DPS) which allows the opportunity to commission smaller and more bespoke education services to meet more specific and varied needs. For further information on this, contact Prison_Education@justice.gov.uk

In order to give prisoners a learning experience where they can take responsibility for their own progression and development, a breadth of courses that cater for all are essential. All prisoners must be provided with the opportunity to engage with education and should be encouraged to access the right level of provision to achieve improved educational attainment. Learning plans could be used in collaboration with progression plans to record, identify and ensure a prisoner's learning and skills needs are prioritised and monitored. This could support continuity of learning after release.

The use of appropriate short-term target setting could be used in support of an individual's development and job readiness. Recording achievements and qualifications could be used to enrich job applications as well as encouraging individuals to identify and reflect on their development. Employability courses that focus on providing prisoners with the knowledge, skills and tools to put them at the forefront of the labour market and produce CVs can help individuals to prepare for release and attain sustainable employment.

Governors should engage with their education provider to ensure they establish effective relationships with further education institutions to inspire prisoners and promote enrolment onto higher education which can be continued beyond release, where appropriate.

Education provision should supplement the preparatory work for release which occurs in Resettlement Prisons by including vocational education and employability skills on the curriculum, as well as delivering enterprise and business courses in order to meet the needs of entrepreneurial prisoners who intend to become self-employed on release. Governors will also want to consider the average length of stay of the cohorts they hold when determining the most appropriate education, workshop and industries offers.

This chapter, Education and work-based learning, covers a wide range of information in regard to learning activities available within a prison, this includes:



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- [Work-based learning](#)
- [Higher Education and Distance Learning](#)
- [Virtual Campus \(VC\)](#)
- [Personal and social development](#)
- [Prison work](#)

Work-based Learning

Workshops provide purposeful activity that can equip the population with the core employability skills required to gain employment on release. The length of stay of the resettlement cohort allows Governors to consider running workshops or academies with industry-standard qualifications that reflect labour market gaps and employer demand.

Opportunities for training and developing transferable skills can be embedded into prison industry, therefore Governors should consider whether their existing provision will provide enough workshop spaces. They are encouraged to engage with [Public Sector Prison Industries Strategy \(PSPi\)](#) with a view to building upon existing contracts within specialised areas, i.e. Engineering and Woodwork, and identify any capacity to supply the internal market.

Many prison workshops, such as woodwork, allow prisoners to create pieces that are sold in prison shops. For example, prisoners at HMP Frankland currently make clocks and wooden statues that are sold at HMP Durham. This can provide a source of income for the prisoner and can also be a way of engaging with the local community to demonstrate the good work that can take place within a prison, thereby incentivising employers to engage with prisons and employ prisoners on release.

Outside employers could be engaged to deliver work experience in prison which mirrors apprenticeships in the community and teaches prisoners specialist trades as well as the skills to equip them for obtaining and maintaining employment. Reflective of the working environment, prisoners are given the opportunity to develop skills such as communication, punctuality, reliability and time management that will not only assist within an employment capacity but with other aspects of their resettlement into the community.

Workshops that mirror a live working environment such as work rotas, opportunities for overtime, bonus payments for meeting targets and specific lunch breaks can be effective preparation for returning to employment. Several of these employers will actively support prisoner's resettlement by offering tangible jobs on release. Release on temporary licence (ROTL) is an important tool within a Resettlement Prison to support prisoners in engaging with work, to undertake work experience days and to attend interviews.

Below is an example of an established HMP Academy that teaches prisoners work-related skills with opportunities for work upon release at HMP Onley



Case Study - HMP Onley

HMP Onley have been working with the communities that their prisoners are most often released to with a view to understanding their local employment opportunities on release. They use this community engagement to provide prisoners with opportunities to bridge skills gap to increase their likelihood of employment upon release, providing relevant experience where possible.

HMP Onley strive to provide the men that are working in the workshops with employment on release and they have had several successful prisoner case studies that highlight that the work they are doing ultimately has strong links to lowering recidivism.

Halfords' ex-offender corporate social responsibility scheme: 'A Road to a Brighter Future', is currently on offer at HMP Onley and provides training and qualifications to prisoners to gain the expertise required to become professional bike mechanics.

An excerpt for the Retail Awards 2017 magazine talks about the level of success with the Halfords partnership:

Jobs on Release

"As for the trainees, on release there is a job waiting for them at a Halfords store if they want it."

Reducing Reoffending Rates

"The objectives were to have 30 prisoners fully trained in year one and 15 ex-prisoners employed by the end of year two, rising to 50 by the end of 2019. However, 'A Road to a Brighter Future' has already beaten one of those targets – in 2016, 24 ex-offenders, were taken on in full-time positions."

Resettlement Prisons may want to consider emulating these success stories and initiatives by bringing other employers on board to extend this provision; particularly in light of the [Dame Sally Coates report: Unlocking Potential: A Review of Education in Prison](#) which makes recommendations for Governors to seek to develop further opportunities for work experience. Engaging employers in this way can inform the requirements of particular industries, remove the barriers that prevent prisoners from securing employment on release and increase the offer of interviews in order to reduce reoffending.

HMP Wymott have been maximising opportunities to bring employers, based on labour market information, to lead workshops within their facilities in order to provide prisoners with the tools, skills and qualifications required to successfully reintegrate back into society on release.



Case Study - HMP Wymott

Recycling Lives provides industry-leading training, work experience, support and guidance to reduce reoffending and improve people’s lives. Operating within Wymott’s facilities, Recycling Lives prepares prisoners for life after release including:

 Financial incentives	 Qualifications and training	 Transferable skills	 Smooth transition	 Real job prospects
Prisoners can earn financial bonuses for exceeding targets, 40% of which is donated to victim support funds.	We identify gaps in education and provide access to training for prisoners, including an NVQ Level 2 in recycling.	The skills and experience gained and work ethic developed improve employment prospects and better prepare prisoners for any employment.	If required, Recycling Lives will provide living accommodation upon release, ensuring stability whilst the six stage work programme is completed.	Recycling Lives support social mobility and inspire personal progress by offering employment opportunities within our business, or with our corporate partners.

HMP Wymott also demonstrated the preparatory work that prisoners approaching release can undertake. On induction, prisoners attend a resettlement and interventions board with representatives from OMU, industries, education and activities where targets are agreed in line with their sentence plan and allocation to interventions, education and work are decided accordingly. Sequencing prisoners into activities should therefore be considered to ensure that individual’s needs are met to improve the chance of successful resettlement.

Higher Education and Distance-Learning

Higher education affords prisoners, whose educational interests and academic ability extends beyond the local curriculum, access to varied courses. This type of study not only encourages independence and responsibility but can prompt individuals to focus on their future plans and how they can achieve them.

[MOJ statistics](#) indicate that prisoners who complete further and higher education are more likely to increase their career prospects and earnings and therefore are less likely to reoffend. It is therefore essential that any distance learning or Open University modules started at a Training Prison are allowed to be continued upon transfer to a Resettlement Prison.

Effective use of Virtual Campus can enable this. Further information on this is available on the following page.



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Virtual Campus

Virtual Campus (VC) can assist with the delivery of education throughout a prisoner's sentence and on release thereby ensuring continuity of learning and progression. Prisoners will be able to access course resources and materials as well as their own work via VC, removing the reliance on staff to liaise with other education providers and agencies on their behalf.

A significant barrier that might jeopardise a prisoner's ability to continue with study on release is being able to align their assignments with release preparation, release itself and the academic year. The use of ROTL could enable existing learners to make links with their local colleges, universities and libraries to maintain their study, while motivating and encouraging others to enrol onto education courses while in prison. Where VC is available, regular access is to be encouraged.

Digital proficiency is a key functional skill for prisoners in education, employment and in their personal life. The ICT provision in prison is therefore an important consideration for prisoners to use and improve their digital skills during their sentence.

Personal and social development

Personal and social development (PSD) is another consideration for the resettlement cohort and was outlined in the [Dame Sally Coates review, Unlocking Education: A review of Education in Prisons](#) (6.21-6.23). Some CRC's, community providers and charities offer courses to teach prisoners the importance of core employability skills such as effective communication, problem solving and how to disclose a criminal conviction. The importance of these basic skills is undeniable and help prisoners understand body language and how to have appropriate conversations with employers, which will support them in seeking employment.

PSD can be used as a tool to engage prisoners in education, including those with additional difficulties and support them to make progress against their learning plans. Peer mentors are another method of engaging individuals who are unable or reluctant to go to education. Mentors can provide educational support in both a traditional classroom-based learning and outside of the classroom or with motivation to attend. Initiatives such as "Turning Pages", the reading plan provided by the Shannon Trust to help adults learn to read, is supported by peer mentors which facilitates their own personal and social development. Similarly, talks from former prisoners who have resettled into the community and have benefitted from education during their sentence can be motivational and encouraging for other prisoners.



Prison Work

Having the opportunity to engage with meaningful work whilst in custody helps prisoners to gain valuable skills that can be transferred to the workplace once released.

Many of these roles are crucial to maintaining the stability of the prison such as the kitchen, which requires a consistent workforce in order to prepare meals in time for serving, as well as listeners, who support Safer Custody and the Chaplaincy in supporting vulnerable individuals. Certain other roles including wing barbers and bio-hazard cleaners also provide prisoners with qualifications, required in order to perform the role. How prisoners are categorised, risk assessed and allocated to work is a local decision for each establishment.

Information, advice and guidance (IAG) positions (such as orderly or mentoring roles) are essential within prisons and many establishments rely on these prisoners to deliver parts of the induction process, help promote prison services (such as the library) or provide information on a broad range of subjects. These roles are usually the most trusted positions, filled by prisoners that have demonstrated both a willingness to engage and the ability to undertake the role with enthusiasm. It is therefore envisaged that, in a Resettlement Prison, these roles would be filled by prisoners serving longer sentences, usually having transferred in to the Resettlement Prison from a Training Prison (i.e. PTR cohort prisoners).

Though not exhaustive, the diagram provides some ideas around what types of work are available in all prisons regardless of cohort although there may be additional employment opportunities in a Resettlement Prison that would not be available in other prison types. The ability to secure a variety of internal work will be dependent on their risk category, educational level and the security of the establishment.





Library

The best libraries are often places of learning and support. These spaces can be used as a flexible resource to deliver a number of formal and informal learning opportunities and activities such as Book Club and [Virtual Campus \(VC\)](#), supporting those whose educational requirements extend beyond the classroom.

Visiting the library offers an opportunity for prisoners to retreat to an environment that offers stimulation, self-development and respite. Therefore, regular access to the library from all residential areas is encouraged. Book trolleys or on-wing book rooms could also be made available where possible and opportunities for prisoners to request reading or writing materials should also be considered.

The availability of audio books is important for those with visual impairments and those who have learning difficulties, although it is important to note this should be used in addition to literacy support and not as a replacement.

Libraries can also be used to host activities such as Storybook Dad's (enabling a father to record a story for his child) and to promote nationwide events such as Mental Health Awareness week or Black History month. Other initiatives to consider are the "Six- Book Challenge" and visits from local authors, which can inspire prisoners to develop their literacy skills.

Consideration of library stock is important to ensure that books are kept up to date and diverse enough to meet the needs, languages and interests of the population. Materials that support the education curriculum not only enables and encourages independent study but is supportive of those who are undertaking learning through outreach. Materials for those with learning difficulties or disabilities should be considered to encourage and inspire individuals to aid their development and improve their literacy skills.

Refreshing the stock of newspapers daily gives prisoners insight into current affairs taking place on the outside which can contribute to preparing for release and resettlement into the community. Aside from library stock, prison libraries can be used to disseminate information of services available to prisoners.

The recruitment of Library Orderlies can not only support learning but provide motivation. Library orderlies can assist prisoners with choosing books based on interest and education level supporting the development of others. Library Orderlies also have the opportunity to obtain qualifications themselves to develop their own learning further.



Physical education (PE)

Physical education and activity are an integral part of a prison regime and are usually a highly valued opportunity for prisoners. It can enable individuals to:

- Increase self-esteem by achieving personal performance and achievement awards
- Reduce institutional stress and support healthy living
- Enhance physical health and emotional well-being
- Develop skills that will enable successful resettlement including maths and literacy

PE staff are able to offer gym inductions to assess a prisoner's fitness level, provide remedial sessions for prisoners with disabilities or those recovering from injury as well as lower-intensity activities such as yoga and meditation to expend energy in a positive pro-social way. Collaboration with health colleagues can be effective in supporting recovery from addictions as well as encouraging healthy living through improved diet and nutrition. PE departments can also provide prisoners with qualifications in first aid and manual handling.

Participation in team sports promote collaborative working and reinforce the interpersonal skills development of prisoners. Physical activities can be of particular benefit and provide an outlet for prisoners who struggle to contribute positively to the regime. Links with local community sports and fitness clubs can enable prisons to deliver bespoke and innovative programmes that encourage personal, social development in order to aid resettlement. Engaging in team sports while in custody can be the impetus for individuals to join a local sports club on release, continuing to maintain a social, active healthy lifestyle on release.

examples of this are below:

Case studies – sports coaching

The [3 Pillars Project](#) provides positive role models through rugby coaching courses using sport and military leadership. With a focus on the three pillars of exercise, education and ethos as a foundation for effective long-term rehabilitation, the course develops confidence, communication, leadership and teamwork to help prepare for release.

[QPR](#) football club also works with prisoners providing them with the opportunity to develop new skills and obtain an FA Level One coaching qualification, the first step on the FA's coaching ladder, with potential employment opportunities on release.

[Active IQ](#) is an active leisure sector organisation that offers a range of qualifications in fitness instruction, active & healthy living, wellbeing and physical activity leadership.



Governors might wish to consider scheduling recreational gym sessions during the evening and at weekends where, as is typical in the community, individuals attend work or education during the core day. Governors should also consider the use of embedded learning of key skills, such as reading, writing and arithmetic, within the gym environment.

Faith-based activity

For prisoners with religious beliefs, their religion and its practice provide a positive framework to navigate not only the prison system, but their journey towards desistance and law-abiding lives. Many prisoners engage with the chaplaincy department through attendance at classes or religious services, or simply by talking to their religious leader. Faith based activity is often a source of support for prisoners and can be utilised in many positive ways to increase a prisoner's engagement with the regime and resettlement activity. Prisoners of all backgrounds, regardless of their religious beliefs are encouraged to participate in these activities by agreement with the appropriate chaplain.

The role of the chaplaincy department extends beyond the mandatory offer of faith and pastoral care. It includes the facilitation of interventions that improve emotional well-being and provides the possibility of personal change. The possibility of personal development through participation in religious educational classes and faith-based activity can be effective in challenging and changing thinking and behaviour. [Prison Fellowship](#) is a Christian organisation that facilitates faith-based activity, such as [The Sycamore Tree](#) course.

Case Study – Sycamore Tree

Sycamore Tree is a victim awareness programme that teaches the principles of restorative justice in order to enable prisoners to explore the effects of crime on victims, prisoners and the community as well as taking responsibility for their personal actions. In the final session, prisoners have the opportunity to express their remorse through writing or art.

Once a prisoner successfully completes the course, where victims are willing, prisoners are given the opportunity to engage in Restorative Justice with their victims which is shown to reduce reoffending. It has added benefits of helping victims have a voice and move on with their lives.



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Opportunities to engage with programmes such as this are encouraged to enable prisoners who are preparing for resettlement to understand how to restore relationships and make more positive choices in life in order to desist from crime and resettle effectively. Bereavement counselling is also offered as many prisoners have suffered loss and unresolved grief which can impact on their behaviour and make reintegration into the community more difficult.

Support on release is important in helping with the transition to life outside prison. Community chaplains can offer ongoing support to prisoners through the gate and during the first critical days and weeks in the community after release. Working alongside prisoners, ex-prisoners and their families, community chaplains can offer mentoring and practical, social, relational and spiritual support.

The chaplaincy department may also wish to consider employing prisoners as faith orderlies who can act as a link between prisoners and the chaplaincy department and providing information of religious courses and services and helping conduct services, where appropriate.

Release on temporary licence (ROTL)

ROTL can be used to support individuals to prepare for release and integration back into the community in a variety of ways. Facilitating the engagement with community provided services ahead of a person's release improves the chances that they will continue to engage with these services after release occurs.

ROTL can be used to provide an opportunity to strengthen repair familial relationships, which is known to support effective resettlement and endorsed in the [Lord Farmer review: Family ties at the heart of Prison Reform](#).

ROTL may be a suitable way for prisoners to maintain their employment status or allow them to access services in the community rather than relying on services coming to the prison.

It is important that staff make external links with employers to assist those eligible for ROTL. Finding work is a key component to reducing reoffending; a factor which is confirmed by the evidence base.



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There are four key reasons why employment promotes desistance:

1. An individual can fill their time constructively and become economically independent.
2. Employment facilitates reintegration into the wider society by helping individuals to move away from criminal networks and develop social relationships with a wide range of people.
3. Being in paid employment enhances individuals' self-esteem and helps them to build a renewed and positive sense of self, which helps to protect against a return to crime.
4. The status of being an employed person acts as an important symbol to the individual of their ability to return successfully to a conventional life.

Below are a number of charities, organisations and employers which support prisoners find training and employment on ROTL and after release:

[Business in the Community](#) has led the **“Ban the Box”** campaign which encourages employers to state publicly that they will consider job applicants with criminal convictions and only ask for disclosure on criminal convictions which are relevant to the job to which they are recruiting.

[Nacro's](#) resettlement advice service provides information, guidance and legal advocacy support to people with criminal records through a free confidential helpline.

[Unlock](#) is a charity for people with convictions that aims to assist people to move on positively with their lives by empowering them with information, advice and support to overcome the stigma of their previous convictions and promote a fairer and more inclusive society by challenging existing practices. They have developed an online tool that calculates when an individual's convictions are spent and therefore don't need to be disclosed to most employers.

[Blue Sky](#) is a social enterprise which recruits only prisoners to deliver a range of business contracts with local authority and private sector clients.

[Bounce Back](#) is a charity which offers training, work experience and employment to prisoners at the end of their sentences using the skills developed both in custody and on release.

[Chance 2013 Ltd](#) is an employment agency based in the West Midlands working exclusively with prisoners who want to re-enter the job market.

[Clean Sheet](#) is a national, Christian charity, focusing exclusively on work for prisoners and ex-prisoners. Their 3-step pathway offers the support and guidance – in and after prison – to find work. Through Clean Sheet, prisoners can access a directory of employers and apply for jobs.



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Offploy specialise in ex-offender employment. They work with companies to review HR policies to develop an inclusive approach to hiring people with convictions. The organisation also recruit and mentor ex-prisoners looking for work.

Switchback is a rehabilitation charity that provide intensive one-to-one support for 18-30-year-old men as they leave custody and into training and employment. Their mission is to change the way prisoners think about, and participate in, society, enabling them to lead stable, rewarding lives. Only 9% of Switchback Trainees reoffend within a year compared to a national rate of 46%.

The Hard Yard is a fitness brand that employs ex-prisoners to run its 'tough prison workouts'.

Greggs' Ready to Work programme has been developed with a number of prisons and probation areas to provide both serving and ex-offenders with personal and work development experiences. This builds their confidence and self-esteem, leading to work experience and paid employment – aiming to break the cycle of reoffending and reduce its cost to society.

10% of **Timpson's** workforce are ex-offenders. James Timpson chairs the Employers Forum for Reducing Reoffending that advocates the employment of people with convictions.

Virgin Trains has recently recruited 30 offenders to work on its West Coast line in various capacities and has launched a [media toolkit](#) to help businesses recruit people with convictions.



5: Supporting resettlement and preparation for release

Overview

[The Prison Rules \(1999\)](#) mandates that prisons consider a prisoner's future and the assistance to be given on and after his release and be responsible for the mental and physical health of prisoners held in their care. The [Equality Act \(2010\)](#) states that prisons must meet the three limbs of the Public-Sector Equality Duty in order to ensure that each person's individual needs are met and that nobody is discriminated against. This includes ensuring all prisoners receive equality of opportunity and outcome and the use of reasonable adjustments, where required.

It is particularly important for Resettlement Prisons to understand the needs of different prisoners transferring from Training Prisons and Reception Prisons. Careful consideration is also needed to understand and meet the needs of each individual in regard to appropriate resettlement activity, practical support and health and care services required.

Those being released after serving longer sentences require further consideration as this can lead to high anxiety, potentially related to accommodation, finances, medication or a lack of family support. This can, at times, lead to suicidal or self-harming behaviours. Where able it is important for prison staff to put in as many protective factors for prisoners as possible, especially when they are vulnerable and approaching release.

Prison staff are expected to keep prisoners safe, care for their emotional and physical well-being and rehabilitative needs. Failing to do this can lead to prisoners being less responsive to staff and the regime, less willing to engage in rehabilitation and less receptive to focusing on resettlement.

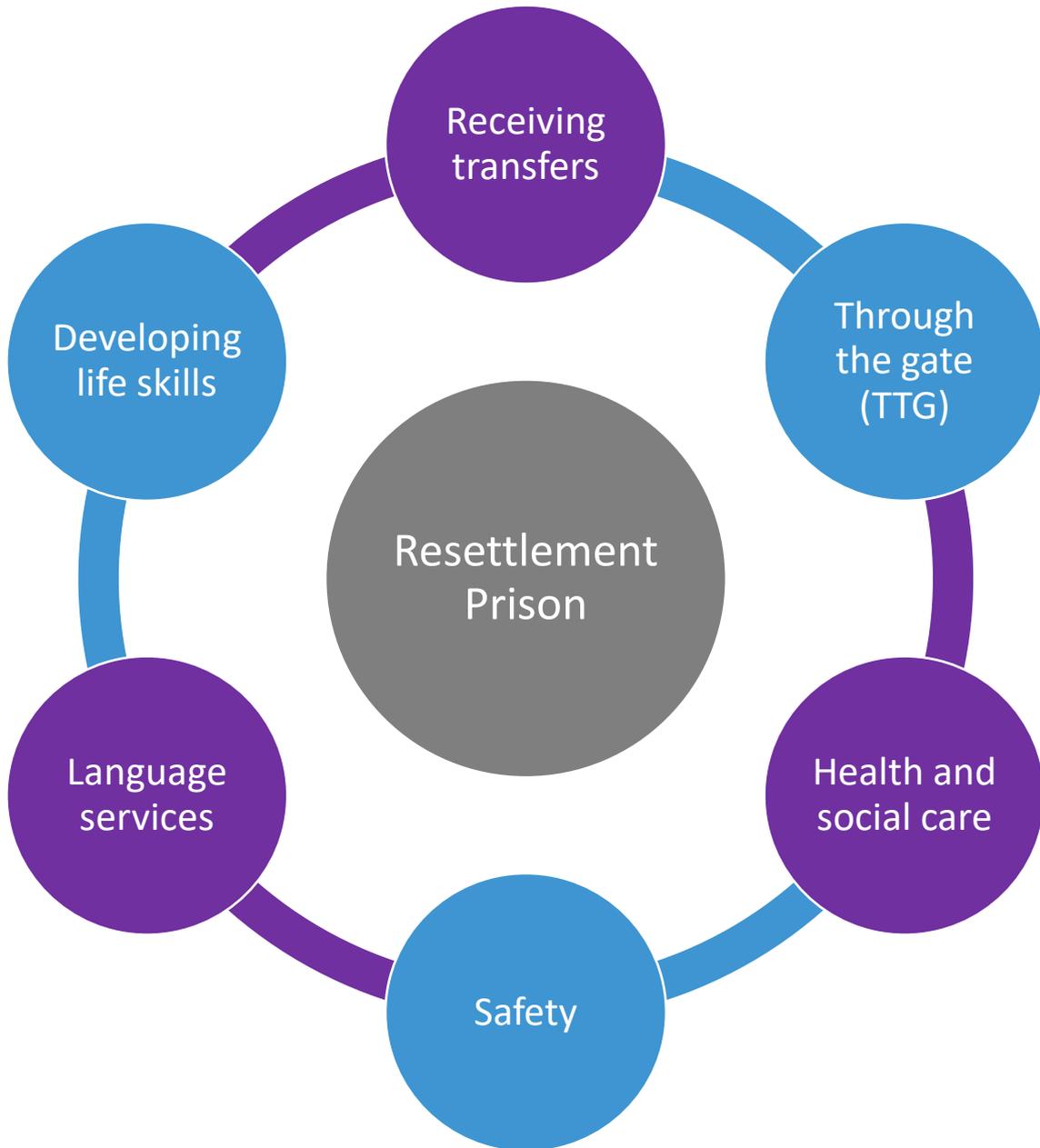
Prisons need to support prisoners in preparing for their release, working together with probation providers (including prison offender managers, NPS community offender managers or CRC probation officers as applicable) and other services that support the transition through the prison gate. To reduce the likelihood of reoffending an emphasis on work, education and finding suitable housing should be combined and supported with complimentary activities aimed at developing the personal capacity and motivation of the individuals.

It is the aim that Resettlement Prisons will offer as many services as possible to promote personal and social development through release and resettlement activities alongside the OMiC and key workers support that will be available. A person who is more able to constructively manage their free time, their social obligations and has links with their local community is more likely to be successful in the key areas of their life including work and family.



Composition of this section

The following sections provide more information to assist Resettlement Prisons in understanding and meeting the needs of the cohort above and beyond the core regime, activities and services.



(titles link to the relevant section)



Receiving Transfers

Resettlement Prisons will need to understand the differences between the cohorts of prisoners in their care (resettlement only and post-trainer resettlement [PTR]) and their differing needs and requirements.

Receiving a prisoner from a Reception Prison (resettlement only cohort)

Shorter sentenced prisoners will transfer from a Reception Prison straight to a Resettlement Prison, it is important to note these prisoners may be new in custody with very little knowledge of the prison system, sentence planning and services that are in place.

A local induction package provided by staff or peer supporters will help those prisoners to understand what is expected of them and equally what they can expect from their time in custody.

Prisoners transferring from Reception Prison may not have the opportunity to attend accredited courses or education classes. The offer available to them at the Resettlement Prison should be made clear to them at the earliest opportunity.

Receiving a prisoner from a Training Prison (PTR cohort)

Resettlement Prisons will also receive transfers in from Training Prisons and it is important that their transition is managed effectively, especially as some may have spent an extended time in custody.

An induction into the prison is necessary to help prisoners understand the function and focus of the prison. They may have been used to a firm structure focusing on programmes and interventions in the Training Prison, so it is important they understand that Resettlement Prisons, generally, have a more flexible regime that encourages self-determination.

This is likely to be a difficult conversion for some people. In these cases, it must be identified at the earliest opportunity and support systems put in place until they are more comfortable. Support arrangements in place could include safer custody processes, listeners, peer supporters or key workers.

The ambition is that the key worker from the training site will hand over to the receiving key worker prior to transfer to identify any ongoing needs. Communication between sites is a key factor to ensure success and hinges on the ability for the receiving staff to wholly understand the prisoners needs. Arrangements must be made at local level to manage this. For this to happen effectively a minimum requirement is for the sending establishment to ensure NOMIS is updated with case notes detailing all recent conversations.

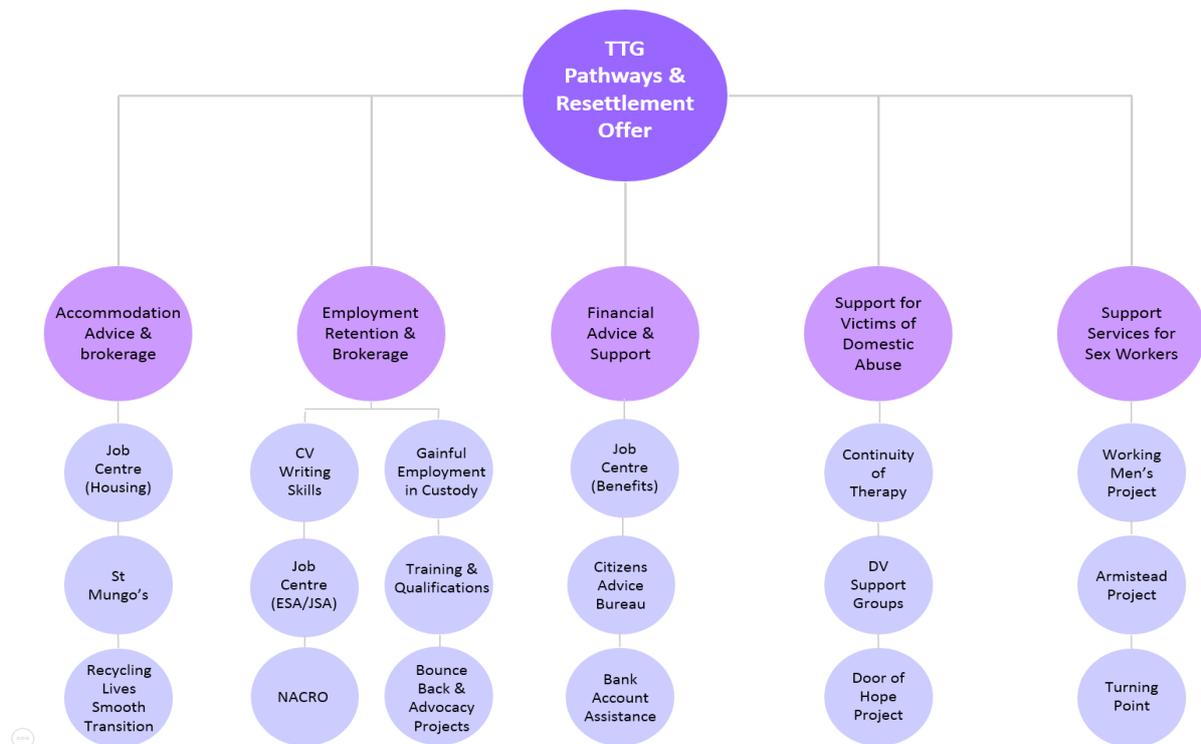


Through the gate (TTG)

The Through the Gate (TTG) service delivered by Community Rehabilitation Companies (CRCs) is a key facet of Transforming Rehabilitation, helping to prepare prisoners for release and resettlement, increasing their prospects of leading a better life. TTG is geared towards working with offenders released from custody and aims to encourage rehabilitation and reduce reoffending.

Governors of Resettlement Prisons play a crucial role in enabling the CRC to undertake their contracted duties by facilitating access and providing space and facilities for CRC staff in prisons. Further to this, Governors should ensure appropriate representation at service integration group (SIG) meetings with their local NPS and CRC to raise any concerns and report back on any performance concerns or areas of good practice.

CRCs are contracted to deliver support within first 10 days of reception, completing the second layer of a basic custody screening tool (BCST) and again 12 weeks pre-release, using the final layer of the BCST to complete a pre-release resettlement plan. The core resettlement services that CRCs should be providing in prisons are to help prisoners with accommodation, finance debt and, benefit and employment. They should also provide support for prisoners who have experienced domestic abuse or who have been sex workers (though this is more commonly the case in women's prisons). The CRC offer is visualised on more detail below:





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When undertaking pre-release activity, the CRC is also expected to utilise services offered by other providers within Resettlement Prisons (for example mental and physical health, substance misuse, education). CRCs in prison are also contracted to deliver employment resettlement services. While undertaking pre-release activity they are expected to utilise the services of other providers within Resettlement Prisons, including education and training.

Over two-thirds of prisoners need help with accommodation. This is a crucial issue to be addressed, to give stability and security at the vulnerable time of release. While CRCs are not expected to provide accommodation themselves, they should have in place a range of advice and assistance to make sure that prisoners have somewhere to live when released.

Changes to prisoner flows will lead to a longer stay in Resettlement Prisons meaning that they will have a longer period to build community links and prepare for release. This provides the opportunity for prisons and CRCs to think differently about how they can best meet the specific needs of those held within Resettlement Prisons.

Developing and maintaining community links

Providing effective community links is key in delivering success and meaningful outcomes of a Resettlement Prison. Although the Through the Gate (TTG) services are pivotal in this, effective community links can also be promoted by Resettlement Prisons through:

- Use of ROTL
- Use of video and telephone conferencing
- Use of 'open days'
- Continuity of Healthcare
- Early referral for social care support

Those whom come directly to a Resettlement Prison and are serving shorter sentences can be highly anxious around losing family and community ties. This is a period of anxiety and uncertainty which can limit people's capacity to engage with services. The use of ROTL can prevent the loss of employment in some cases and regular meetings to assess and support the individual is crucial especially in the early days of custody. Those whom have served longer periods in custody may be faced with having to re-establish or build contact from scratch.



Health and social care

Within the Resettlement Cohort there will be prisoners with physical health, mental health, substance misuse and social care needs. Some needs will be manageable through self-care, others will require time limited or ongoing interventions, and more severe needs will require specialist intervention and, if indicated, referral to hospital care. Access to healthcare and multi-disciplinary working with safer custody services remain a priority, especially as there are many triggers to suicidal or self-harming behaviours including: physical or emotional pain, transfer to another prison, approaching release. Having many different support services including peer led support will help settle and stabilise the population and support health, wellbeing and rehabilitation outcomes.

Specialist healthcare requirements may include palliative care at the end of life, and assessment / treatment of severe mental health problems. Continuity of care between establishments and on release is critical and is supported by NHS IT systems, specifications and guidance, and needs to be facilitated by the prison regime.

The resettlement only cohort have high instances of self-harm, and a degree of volatility and some can be anticipated to have ongoing substance misuse treatment needs.

The PTR cohort, who will generally remain for longer, have lower instances of self-harm, drug misuse and volatility in comparison to the resettlement only cohort. They will have completed rehabilitative activity while in a Training Prison, which might include treatment for substance misuse.

Governors could analyse their population breakdown to better tailor services to their needs, this would enhance the offer to prisoners and provide an opportunity to develop a new good practice model.

Methadone Maintenance

Resettlement Prisons will need to have a provision for methadone maintenance as many of their prisoners will arrive directly from a Reception Prison and a proportion of these people will be on a methadone script. Current practices include holding a number of men who are prescribed methadone on a medical hold within the 'local' estate until they fully detox; reconfiguration will ease the pressure of 'bed blocking' at Reception Prisons and will instead transfer men following a stabilising period of 10 days to Training Prisons, Resettlement Prisons or FNO Specialist Prisons, as appropriate to their individual circumstances. Where methadone maintenance programmes are offered there will be a need for drug intervention and relapse services as well as healthcare triage with specialist nurses.



Adult Social Care

Assessment of needs and provision of adult social care services for those with eligible needs is the responsibility of the local authority where the prison is situated. Needs are assessed for each individual. Prisoners with needs arising from mental or physical impairment or disability should be enabled to live with as much independence as possible and should be enabled to have access to the full range of services and opportunities available in the prison.

Those who arrive with a package of care and support arranged by a local authority will require continuity of care from the point of reception, and this may include the use of specialist equipment by the individual or by carers. Others may present with new needs upon reception or at any point in their sentence. Appropriate location in suitable accommodation is critical to enabling independence and ensuring needs can be met.

There is further information available on this in the [Older Prisoner MOD\[TD1\]](#), due to the higher correlation of age and requirement for social care.



Safety

Safer Custody

Every person in crisis is different and will have an individual set of pressures upon them. A common belief is that many prisoners at the end of their sentence are less likely to commit suicide where in fact they are just as vulnerable at the end of their sentence as at the beginning.

By recognising what these common risk factors are, we can identify when prisoners might be subject to multiple pressures and more likely to attempt suicide. The list is not exhaustive but should be kept familiar in the minds of all those working in prisons, following that is a list of support services that can be offered to prisoners.

<p>Demographic Factors</p> <p>Low socioeconomic status Unmarried, separated, widowed, recently divorced Age range 25-49 (Male) (White – British)</p> <p>Clinical History</p> <p>Mental illness diagnosis (e.g. depression, bipolar disorder, schizophrenia) Mental health in-reach Personality disorder diagnosis Physical illness, especially chronic conditions and/or those associated with pain and function impairment Recent contact with psychiatric services Recent discharge from psychiatric in-patient facility</p> <p>Psychological/Psychosocial Factors</p> <p>Hopelessness Impulsiveness Low self-esteem Life event Relationship instability Lack of social support</p>	<p>Background History</p> <p>Deliberate self-harm (especially with suicidal intent) Childhood adversity Family history of suicide Family history of mental illness Spouse/partner with terminal illness History of trauma (e.g. abused as a child) History of substance misuse</p> <p>Current Context</p> <p>Early days in custody and following each transfer Suicidal ideation Suicidal plans Availability and lethality of means Offence, particularly those charged with violence against the person (especially family members or partners) and arson Life sentence/ISPP – especially following parole board hearing refusal or recall Following sentencing – particularly if long-term or unexpected sentence Recalled – particularly if life or ISPP sentence Upcoming anniversary or key date</p>
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Samaritans and Listeners

The Listener scheme is a peer support service which aims to [reduce suicide and self-harm in prisons](#).

Samaritans volunteers select, train and support prisoners to become Listeners. Listeners provide confidential emotional support to their fellow prisoners who are struggling to cope. Selected prisoners attend an intensive training course. This is based on the training that Samaritans' volunteers undertake but is adapted to the prison setting. On completion of their training, Listeners receive a certificate and agree to follow Samaritans' policies and values.

Samaritans phones are available 24 hours a day for anyone who doesn't feel comfortable speaking with a listener. A prisoner should be allowed a private and confidential call which includes allowing them to be in isolation if they request this while making the call, however this is with the caveat that this must not impact the safety and security of staff or the prison.

Chaplaincy

The role of prison chaplains goes far beyond just looking after the religious and spiritual needs of the prisoners. The role of a chaplains is multi-faceted and includes:

- assisting prisoners in their personal and spiritual development
- helping prisoners to come to terms with their imprisonment and support them in improving their lives
- providing emotional support to prisoners and family members through counselling and pastoral care
- providing practical support to prisoners by assisting with parole inquiries and other paper work.

Chaplains also provide some support to ex-prisoners and family members of prisoners and ex-prisoners. They liaise with and make referrals to other support services inside and outside prison.

Peer Supporters

Peer support refers to a wide range of activities where prisoners assist other prisoners. Examples of activities include: emotional support, mentoring, advising, facilitating self-help or learning, providing practical assistance and representation.

Peer support schemes must have clearly defined roles in place for peer supporters, involving training, supervision and support for those who are involved. Below is a list of some peer support services that are currently run within prisons:

- Listeners
- Peer mentors/ advisers
- Buddies



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- Advice and guidance workers
- Community help and advice team workers
- Housing peer workers
- Toe by Toe mentors
- Learning mentors

Violence Reduction Project

This Safer Custody team has considered the evidence base of violent behaviour in prisons and is working towards finding solutions. There have been research studies to identify risk factors. Young men with gang affiliations and any violent convictions are more likely to display anti-social or violent behaviour whilst in custody. By identifying this group, interventions can be targeted to better support them using psychological therapies and pro-social modelling by staff. However, violence behaviour in custody is not only committed by one specific group of people and it is important to note that environmental factors within prisons can also be a catalyst for this behaviour. When prisoners are not able to be unlocked from their cell whether they are on basic regime or due to regime restrictions this can have a negative impact on their behaviour.

The MOD are based on prisoners being out of their cells for a large proportion of the day whether this be in prison work, utilising educational facilities or having association and domestic activities. By encouraging a regime based on constructive activity whether this be to reduce reoffending behaviour, gain qualifications or enable their family contact and hygiene needs prisoners will become more responsive to the overall system.

The Violence Reduction Project highlighted several emerging topics that could assist prisons in tackling anti-social attitudes:

- The importance of transparent communication from managers and staff to prisoners, in a wider context of good (kind, tolerant, courteous) staff-prisoner relationships.
- Insufficient staffing was commonly raised as an obstacle to staff being able to listen to and help prisoners as much as they need, and data analysis confirmed the relevance of low staffing to violence. The OMiC project is working to resolve this with the use of key workers who will be a consistent presence to listen and support the individual throughout their time in prison.
- The extent to which prisoners feel that they are treated fairly (procedural justice). The Incentives and Earned Privileges (IEP) scheme is one of the areas that was highlighted as a concern in that staff would utilise the scheme when negative attitudes are present but not when prisoners are displaying consistently compliant and helpful behaviours. Procedural justice, and the use of incentivisation to reinforce positive behaviours, are important considerations in the current review and deregulation of IEP policy;



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- Violence appears to be exacerbated by boredom, frustration, dirty and dilapidated physical conditions, and lack of meaningful activity. A strong focus on regime and time out of cell is enabled by Reconfiguration, OMiC and MOD.
- Responses that promote rehabilitation, such as FMI or helping prisoners learn how to deal with debt, are often also likely to reduce violence and create safer prisons.

Some Governors have also been afforded a violence reduction budget to use as they feel is necessary and support in making positive changes to their sites.

Language services

The Diversity of the prison population nationally poses many potential barriers to effective communication, risk management and promoting a rehabilitative culture.

The implementation of pro-social modelling and procedural justice priorities alongside other operationally integral processes is essential. To achieve this clear, timely and effective communication is paramount. Language (including non-spoken) is one of the frequent challenges faced in the pursuit of achieving these HMPPS objectives.

In most day to day circumstances some of these barriers can quite simply be overcome through the potential utilisation (where available) of multilingual staff, other prisoners and perhaps illustrations on documents to assist with minor process/query issues. However, this approach would be inappropriate during circumstances of necessary formality such as (but not limited to); Risk Based Monitoring, discussion of an individual's legal case, immigration status, health or wellbeing (including for the completion of ACCT documents, adjudication hearings, segregation reviews and other instances where fairness of process may be impeded by a language barrier – of particular importance to BAME prisoners affected by disproportionate outcomes according to [The Lammy Review: “An independent review into the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the Criminal Justice System”](#))

Circumstances may also arise when prisoners who can speak English choose to speak in another language (e.g. when speaking to another party) and intelligence monitoring requires the conversation content to be known

In order to provide support where these challenges arise, Contracts are available for establishments to purchase Interpreting, Translation and Transcription Services.



Spoken Languages

Interpreting services are available for use when “live” **verbal conversations** with a non-English speaking person are required. The varying methods available are:

- Face to Face Interpreting:
- Remote Telephone Interpreting:
- Video Interpreting Services

An example of where this could be utilised is in the event that a non-English speaking prisoner is required to undergo a formal process such as an adjudication.

Translation and Transcription Services

Translation, which is changing one language into another language, e.g. translating a document into English; and Transcription, which is making a written, printed, or typed copy of words that have been spoken.

Often, both translation and transcription will be required, e.g. where a telephone call needs to be translated and then the English version transcribed.

Non-Spoken Languages: Interpreting

Translation and Transcription services are available for use when conversations with a person who is **unable to communicate verbally** are required.

Examples of this are all those face to face circumstances mentioned in previous examples but where verbal communication is not possible.

More details and Guidance on how use these and the services provided can be found on the dedicated [language services intranet page](#).

Booking and assistance

To access the portals, follow the links in the internet guidance for all the types of Language Services listed above

This is a 24-hour access provider which ensures that even in times of crisis or emergency support can be provided, as required, immediately.

Where telephone Interpreting is being utilised, a dual handset can be beneficial. This enables all parties to hear the interpreter and prevents the risk of conversation elements being missed through physically transferring a handset between parties.



Developing Life Skills

Life skills is a term used to capture a broad range of skills, abilities and knowledge that enable an individual to live an independent, fulfilled and problem free life in the community. By supporting the development of life skills, relationships can be improved and transition back to the community can be eased. Life skills can include:

- Effective problem-solving skills
- Managing emotions and dealing with conflict
- Effective budgeting
- Cooking and domestic skills
- Time management
- Tackling boredom
- Communication skills

Life skills can be delivered as part of organised service delivery, for example structured learning within the education system, as part of the workplace, from learning through relevant interventions, or as part of the wider engagement with staff, partners, families and visitors. However, development of these life skills isn't specific to one provider and will be developed through aspects of the regime in all prison types. Staff across all areas can promote the integration of learning into life skills and support prisoners in translating the prison experience into relevance for the community transition.

Life skills are not always taught directly but often learned indirectly through experience and practice, watching others and copying them. Every interaction with a prisoner should be viewed as an opportunity to develop these life skills. [The five-minute intervention](#) can support staff in achieving this, skills around motivational interviewing, pro-social modelling and other approaches consistent with the creation of a rehabilitative culture are key.

For many, anger and stress can be a direct consequence of previous life challenges or can be based on the challenge of living in a community where the opportunity for autonomy has been significantly reduced. The enabling approach of Resettlement Prisons should contribute to mitigating against this issue. These issues can also be affected by low self-esteem and confidence, which can manifest itself in behaviours that are not helpful in a prison environment.

Those coming from Training Prisons may have had opportunity to engage in some formal learning of life skills particularly those relating to personal capacity and change. Those entering the Resettlement Prison direct from a Reception Prison may have had no considered input into life skill development or direct support from a service provider.



HM Prison &
Probation Service

Models for Operational Delivery (MOD) information

Guidance for using the MODs (adult male prisoners)

Version 2.0, May 2018



Models for Operational Delivery (MOD) cohort definitions

Cohort
MODs

Men convicted of sexual offences (MCOSO):
Men convicted of sexual offences or where there is an identified sexual element to their offending

Older prisoners (OP):
Prisoners aged 50 or older

Foreign national offenders (FNO):
Prisoners 'of interest' to immigration authorities

Prison
MODs

Reception:
Support the courts, hold unsentenced and very short-term prisoners

Training:
Hold long-term prisoners with a focus on rehabilitation

Resettlement:
Hold short-term and prisoners at the end of sentence, focusing on reintegration

FNO Specialist:
Hold Cat. C cohort within 30 months of release

MODs
overview

Explains what MODs are, how they were designed, how to use them and how they interact with:

- Prison Safety Reform Portfolio (such as Offender Management in Custody)
- Legislation (such as the Prison Rules 1999 and the Equality Act 2010)

There is a separate MOD document for each of the above cohorts.
Each MOD comes with a data and evidence pack.

Models for operational delivery (MOD) audience

Target audience	MOD/Section	Why
All prison staff	Overview and background	To promote awareness of the MODs
Governors	All MODs	Awareness of meeting needs of those in their care
Commissioners	All MODs	Aid commissioning process
OMiC key workers and prison offender managers (POMs)	All MODs	Awareness to advise prisoners of what is available and aid appropriate allocation
People responsible for residential units	Regime and activity sections	Take into account when designing regime
People responsible for the provision of activities or rehabilitative courses	Regime and activity sections	Take into account when attracting services and scheduling activities
People in charge of safety	Support sections	To ensure they are aware of differing risks of the cohorts and addressing their needs
People in charge of healthcare	Support sections	To ensure health needs are proactively addressed
People in charge of offender management	OMiC sections	To understand the offender management service that will be delivered to their cohorts
People in charge of categorisation, allocation and transfer (OMU/OCA)	Prisoner flow sections	To understand how the flows will work to inform appropriate allocation and transfer

MODs overview and background

- The government is reforming and simplifying prisons. Reforms will place specific types of offenders in prisons with clear functions. This will help prisons to better meet offender needs.
- To support these reforms, Models for Operational Delivery (MODs) have been made.
- Each MOD is intended as a toolkit for governors. They have been designed using the latest evidence of what works. Governors will be empowered to translate the MODs into practice and challenge prisoners to turn their lives around.
- The tables below provide details about the sort of content contained in the MODs.

MOD Content	Pg.
Statement of purpose / What is a MOD?	5
Who is a MOD for? / How will the MOD affect resources?	6
How the MOD relates to aspects of reform and legislation	7
Accountability	9
Offender Management in Custody (OMiC)	10
Healthcare services / Digital / Legislation	11
The Equality Act (2010)	12

MOD Content	Pg.
Approach to design / How has the MOD been developed?	13
Cohort strategy	15
Purpose of a prison on a page (POAP)	16
Prison functions	18
Making prisons places of rehabilitation	19
Evidence base	22
Core processes and regime delivery	23

Reception Prison MOD

- Reception Prisons will serve the courts and manage remand prisoners and those with a very short time to serve.
- They will also allocate other prisoners for swift transfer to the next prison. This will ease prisoner flow through prisons. Reception Prisons will accommodate prisoners safely and decently, and meet their initial needs.
- For those on remand, Reception Prisons will prepare those given custodial sentences to move into Training and Resettlement Prisons.
- Recognising the needs of the remand cohort is essential to ensure their safety.

Issue	Why is this important?	Pg.
Cohort definition	This explains which prisoners will be held in these prisons, who will remain once they are sentenced, who will transfer on to other establishments and what type of establishments these will be.	6
Education and work based learning	Reforms will allow governors to commission short education courses best suited to meet the learning needs of those who will not spend long in custody, or ready them for moving on to a Training or Resettlement Prison soon. Governors will have greater freedoms to allow local employers into prisons to tailor and align vocational courses to provide employment opportunities on release.	11
Video conferencing centre (VCC)	VCCs will increase the use of virtual hearings, meaning prisoners will not have to spend long periods either travelling to and from court or in court cells. This will free up time for other tasks throughout the day.	14
Offender Management in Custody (OMiC)	The new OMiC model will underpin the rehabilitative culture with the introduction of the Head of Offender Management delivery role and the key worker scheme, which will provide support to all prisoners. OMiC will also enhance initial public protection screening.	17
Foreign Nationals	Sections on those of interest to immigration, facilitating the Home Office, cultural competence and overseas resettlement information available to foreign nationals. This section was added in the May 2018 refresh.	18
Family contact	Maintaining family ties can be a stabilising influence and an important factor in reducing the depth of imprisonment and supporting prisoners through the early days in custody or throughout a short sentence.	22
Core OMU and VCC processes	Efficient processes will need to be in place to ensure immediate release of appropriate prisoners after appearing via VCC. Those sentenced will also need categorisation to take place within 10 working days, enabling swift and effective transfer to Resettlement or Training Prisons.	24

Training Prison MOD

- As now, Training Prisons will mainly house longer-term prisoners.
- They will rehabilitate prisoners to develop capacity and motivation to change, which will reduce the risk of serious harm and reoffending.
- Constructive time out of cell for activities, (interventions, offender management work and education), is central to a Training Prison's role.

Issue	Why is this important?	Pg.
Settlement into the estate	Some prisoners may not have experienced prison life before and may have transferred between Reception and Training Prisons in a short period. These prisoners need extra support to ensure their needs are met and that they fully adjust to prison life. This includes a focus on safer custody.	33
OMiC	Longer-term prisoners will develop their sentence plans in Training Prisons. Objectives may be addressed here through a range of activities, including undertaking education courses, completing accredited interventions or other offender behaviour programmes.	14
Offending Behaviour Programmes (OBPs)	For those who are suitable and eligible, completing accredited interventions can be critical to reducing risk of reoffending and further harm. Training Prisons will be the core establishments for providing OBPs. The MOD explains how effectiveness of an intervention is measured, and the risk, need, responsivity suitability assessment.	11
Education	The sentence length and time prisoners will spend in a Training Prison enables a greater focus on individual outcomes and monitoring progression through the use of Personal Learning Plans. This section considers the breadth and depth of higher-level learning, vocational training and functional skills as part of the curriculum offer and the wider prison regime.	16
Workshops and work bases learning	Workshops that provide prisoners with challenging, meaningful, hands-on experience leading to qualifications, will equip prisoners in a Training Prison with the skills to assist with gaining employment.	18
Family contact	Prisoners in Training Prisons may be further from home and their loved ones than at other stages, To access the right services for rehabilitation at the right time in their sentence, governors need to consider what action they could take to mitigate the risk of these relationships breaking down.	23
Preparing prisoners to transfer	With Training Prisons holding some very long-term prisoners, these men can be at risk of becoming institutionalised. This can lead to fear of progression, transfer or release. These men need to be prepared by prison staff, including their key worker and offender manager (if applicable).	26

Resettlement Prison MOD

- Resettlement Prisons prepare people for release into the community.
- They will build, maintain or improve family and community ties and provide access to community services.
- They will hold shorter-sentence prisoners, who are often younger, less mature and more likely to be chaotic and disengaged from services.
- They will also hold people transferred from Training Prisons preparing for release.
- People will stay at Resettlement Prisons for longer than in the past, giving more time for varied activities and using ROTL, which will help them rebuild links to community services.

Issue	Why is this important?	Pg.
OMiC	Prisoners will be encouraged to proactively address issues for themselves, potentially earlier in their sentence. There is specific content on Home Detention Curfew (HDC) as the majority of HDC releases will occur from Resettlement Prisons.	12
Self-determination	Those who serve longer sentences may become institutionalised. A degree of self-determination will improve their readiness for release by having them plan their own day, such as attending medical appointments, meeting family or visiting the gym, as they would do in their local community post release.	11
Education and work based learning	This section focuses on personal and social development. Because of the mixture of short-term prisoners and those from the Training estate, Resettlement Prisons will need to offer a variety of course lengths and types. This may include distance learning so prisoners can pursue higher education. Workshops and/or academies with industry-standard qualifications that reflect labour-market gaps and employer demand will provide prisoners the chance to develop transferable skills. This will prepare them to gain employment on release. Examples of established HMP Academies are provided here.	16
ROTL	ROTL can be used to prepare individuals for release and community integration. It can include regular ROTL for short-sentence prisoners to retain work. It allows access to services in the community, improving service continuity beyond release. ROTL can also be used to build and repair relationships.	26
Through the gate (TTG) support	These services aid resettlement and can be practical help or referrals to government departments or charitable organisations. This can include making appointments with Citizens Advice for financial issues, or referrals to councils or charities for housing. This takes place in the final 12 weeks of sentences.	31

Specialist MOD for foreign nationals (and FNO Specialist Prisons)

- Foreign national offenders (FNOs) make up approximately 11% of the total prison population. This MOD aims to address the particular needs of FNOs.
- There is a particular focus on FNO Specialist Prisons, which will support FNOs to engage with the removals process and prepare for resettlement overseas through tailored work, education and other activity.

Issue / Topic	Why is this important?	Pg.
FNO movement	Placing FNOs in Specialist Prisons will concentrate specialist support, tailored services and Home Office Immigration Enforcement resources.	8
Home Office access	The Home Office needs relevant access to prisoners to speed up removal and take advantage of relevant early release and removal schemes.	14
Key workers	These prison officers support FNOs and encourage them to access information and explore early removal, build overseas community or family links and develop skills to help with reintegration. Key workers also help FNOs come to terms with removal to relieve frustration.	19
HDC, open conditions, ROTL	There is confusion as to whether, and when, this cohort can be released on a tag, transferred to open conditions and released on temporary licence. The MOD provides a quick overview and links to relevant instructions.	20
Overseas resettlement	Prisons are legally obliged to consider a prisoner's future and what assistance they can be given on release. The MOD focuses on providing practical skills and provision of overseas information, with a helpful case study.	30
Self-determination	The MOD promotes self-determination in these prisons in order to emulate the FNO cohort's experience in the community, while acknowledging that the experience may differ dramatically depending on which country they are returning to. These skills should nonetheless assist them.	33
Safe release into the UK	Sometimes, late decisions are made about whether someone should be removed. This may decrease in future through improved Home Office processes, but there may be increased use of immigration bail. This section describes how this can be done safely.	35
Safety	FNOs have higher rates of self-inflicted death. They are a vulnerable group because they are more likely than other prisoners to experience language difficulties, social and cultural isolation, a lack of family support or communication, and uncertainties relating to their immigration status.	40
Language barriers	FNOs have the highest translation/interpretation needs. The section in 'supporting FNOs' addresses this and provides assistance to frontline staff.	46

Specialist MOD for men convicted of sexual offences (MCOSO)

- MCOSO represent a significant and growing proportion of the adult male prison population. While there are some commonalities, their needs vary significantly based on offending, motivation and other factors.
- A rehabilitative culture and leadership are crucial to manage these men safely and decently, with a consistent approach by staff. These men on average receive longer sentences, increasing the likelihood of institutionalisation, and their release needs careful planning.

Issue / Topic	Why is this important?	Pg.
MCOSO movement	This section explains who MCOSO are and how they will flow through the system. MCOSO will move to Resettlement Prisons.	6
Family contact	Maintaining family links can be hard for this cohort, which can impact on well-being.	20
Safety and rates of self-harm	MCOSO can feel marginalised due to their offences, terminology or labels used to describe them, and the way they are viewed by their families, wider society or the media. They can be at risk of intimidation and have high rates of self-harm.	20
Programmes and interventions	Not all MCOSO will be suitable for accredited programmes. However, for those who are, the MOD contains the latest information on appropriate interventions, including maintaining learning through aftercare (New Me MOT) and managing men who deny their offending.	28
Public protection & child safeguarding	MCOSO have to sign the Sex Offenders Register, so the MOD covers the Public Protection Manual and Multi-Agency Public Protection Arrangements (MAPPA).	19 & 50
Parole process	Due to the levels of indeterminate sentenced prisoners and recalled prisoners, this MOD highlights key milestones, responsibilities and instructions.	34
Reintegration	This cohort needs help due to specific needs and risk of harm. The MOD advises on preparing for release, embedding learning and minimising social isolation.	39
Integrate / separate	Governors will want to consider the best approach in managing the cohort alongside other prisoners in the resettlement phase of their sentence. This section includes a case study on the integrated regime at HMP Dartmoor.	43
ROTL	As these men automatically qualify for the most robust risk assessment process, this section focuses on the process for restricted ROTL.	47

Specialist MOD for older prisoners

- There is a sizeable and growing proportion of older prisoners, many of whom spend a long time in custody. They are more likely to have a disability, mobility issues, suffer health problems or even die in custody.
- Engagement in purposeful and stimulating activity is crucial in promoting health, well-being and social inclusion for older prisoners. Preparation for release into a world which will have changed is especially important for longer-term prisoners.

Issue / Topic	Why is this important?	Pg.
Key findings	The population of older prisoners is growing, their needs are diverse and sometimes unapparent or overlooked.	11
Activity & accessibility	Older prisoners are often less mobile and unable to access activities/services. Separate units and activity centres are covered, along with case studies.	14
Loss of relationships	This section addresses loss of relationships, which can lead to isolation, foster uncertainty and suspicion, and can result in depression and anxiety.	19
Key workers	These prison officers can encourage older prisoners to stay active and may also do key tasks for them, such as social services referrals before release.	18
Loss of autonomy	Older prisoners tend to serve longer sentences and become institutionalised. This is addressed under self-determination and long-term imprisonment.	23
Health	Older people are more likely to suffer from health problems and disabilities, and may need dementia support. The MOD advises on these issues.	30
Social care	Older prisoners are more likely to need social care. Prisons will need to liaise with local authorities to ensure continuity and avoid delays in social care.	31-32
Voice	Staff are often distracted by more boisterous younger prisoners. A forum would give older prisoners a voice and enable staff to address their needs.	36
Reintegration	Older prisoners may have less social support and may be anxious about release. The MOD addresses the practical aspects of health and social care.	37
Palliative and end-of-life care	The needs of older prisoners are not routinely met. Following investigations into deaths in custody, there are regular PPO recommendations related to escorting and ROTL, family liaison and early release on compassionate grounds. This MOD advises on these issues.	40