



HM Prison &  
Probation Service

# **Model for Operational Delivery: Reception 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.**

# Contents

1.	<a href="#">Reception Prison overview</a>	4
2.	<a href="#">Reception Prison cohort definitions</a>	6
3.	<a href="#">Evidence summary</a>	8
4.	<a href="#">Regime and activities</a>	9
5.	<a href="#">Operating processes</a>	24

Please read this prison MOD in conjunction with:

- The MODs context and background document
- Any relevant Specialist Cohort MOD

These can be accessed on the [PETP Intranet](#)

# 1: Reception Prison overview

The main focus of a Reception Prison is to provide an efficient service to the courts and effectively manage remand prisoners and those with a very short time to serve.

This concept is key to unlocking the way prisoners flow through our estate. Reception Prisons will accommodate prisoners safely and decently, meeting their initial needs and preparing those who receive a custodial sentence for moving into Training Prisons, FNO Specialist Prisons or Resettlement Prisons, once sentenced.

Reception Prisons are a key enabler of parallel reforms in HM Courts & Tribunals Service by delivering more court hearings virtually through the increased use of video conferencing technology, subsequently minimising the need for as many physical transfers of prisoners from prison to court.

By providing clarity of function and concentrating unsentenced prisoners in a smaller number of Reception Prisons (compared to the amount of current 'local' prisons), along with those on fixed term recalls and those serving a very short amount of time, it should enable Reception Prisons to better target resources and tailor services to meet the specific needs of the cohort. It is important to recognise the needs of the remand cohort in terms of safety; these men are at a higher risk of self-harm and suicide and it is likely that the Reception Prisons will see a higher number of prisoners on Assessment Care in Custody and Teamwork (ACCT) procedures to mitigate this risk.

There may be some structural changes at Reception Prisons in order to facilitate video-conferencing, and some changes to staffing models, as well as processes, in order to manage engagement with the courts and strategic partners and adapt to the changes related to transitioning to a Reception Prison. Commissioning arrangements will need to ensure the services being provided align with the change in the population.

## Composition of the MOD

The proceeding sections set out the key evidence and nature of service that *could* be provided for the cohorts in Reception Prisons. It acts as a toolkit that can be used by Governors to develop their business plans and local operating models to best meet the needs of the cohort. Specifically:

[Section 2](#) details the cohorts held in a Reception Prison and sets this out as a 'Prison on a Page'.

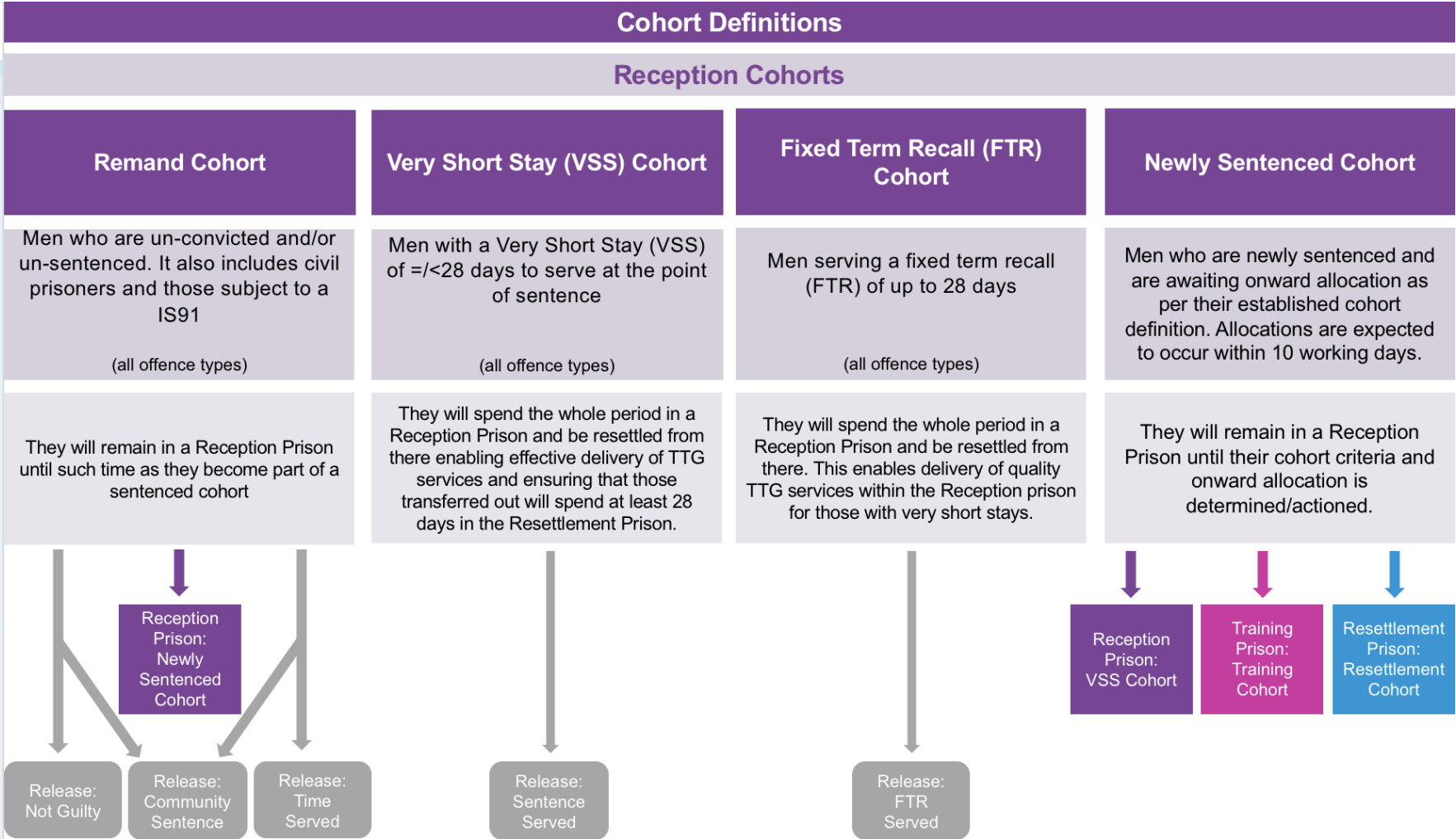
[Section 3](#) summarises the key evidence for the Reception Prison cohort drawing out the key points to be considered. It is underpinned by a more detailed evidence pack that can be accessed on the [PETP Intranet](#)

[Section 4](#) details what good looks like for the regime and activity in a Reception 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 and services which are geared towards a rehabilitative experience. Examples of how to structure a varied and diverse regime that supports a prisoner to meet their individual needs are provided. They are not intended to be prescriptive, but to aid decision making for senior leaders.

[Section 5](#) sets out the core processes that need particular focus in Reception Prisons.



## 2: Reception Prison cohort definitions



Reception 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	Remand Cohort	FTR Cohort		VSS Cohort	All Cohorts entering custody	
Objectives	To provide an effective and efficient service to the Courts	To motivate and improve future compliance		To provide effective resettlement services	To categorise, allocate and transfer other cohorts effectively to the wider estate	
Services	Access to legal services Access to bail support services Access to diversion services Access to other court services (PSR) Access to services to support immediate welfare needs Access to services to promote autonomy and self determination		Access to legal services Access to services to support immediate welfare needs Access to quality community facing resettlement services Effective transfer of service provider from custody to community		Access to substance misuse services linked to community services Access to services to support immediate welfare needs Access to quality community facing resettlement services Effective transfer of service provider from custody to community	
Activities	Access to activities appropriate to their likely length of stay Access to a high degree of visits Access to effective induction and settlement activities		Access to short duration or non-complex activities Access to effective induction and settlement activities		Access to short duration or non-complex activities Access to effective induction and settlement activities	
Interventions	Interventions to address immediate needs (welfare & resettlement) Interventions such as Timewise to reduce custodial violence		Interventions to address immediate needs (welfare & resettlement) Interventions to increase compliance and motivation including any specifically designed for those who have been recalled to custody Interventions such as Timewise to reduce custodial violence		Interventions to address immediate needs (welfare & resettlement) Interventions to support effective resettlement (community linked) Interventions such as Timewise to reduce custodial violence	

### 3: Evidence summary

In December 2016, nearly **18%** of the remand population were Foreign Nationals  
**(Offender Management Statistics Quarterly Dec 2016)**

In December 2016, people on remand accounted for **11%** of the total prison population  
**(Offender Management Statistics Quarterly Dec 2016, MoJ)**

In 2015, **13%** of male defendants (4% female) were held in custody following arrest  
**(Women & the Criminal Justice System Statistics 2015, MoJ)**

In the year to September 2016, of the 79,612 males first receptions into custody, over **53%** were people on remand and **46%** were sentenced  
**(Prison Receptions Jul - Sep 2016, MoJ)**



In 2015, the average waiting time for defendants remanded in custody was **12.7 weeks** for triable-either-way cases or **16.2 weeks** for indictable cases  
**(Criminal Justice Statistics Quarterly Dec 2016)**

In 2014, defendants from BAME groups were more frequently remanded in custody compared with White defendants relative to their distribution in the population  
**(Race and the Criminal Justice System Statistics 2014, MoJ)**

In 2015, **12%** of males (15% of females) remanded in custody by the Crown Court were either acquitted or not tried  
**(Women & the Criminal Justice System Statistics 2015, MoJ)**





## 4: Regime and activities

The specific function of a Reception Prison, and the nature of the cohorts within this prison, necessitates a focus on meeting immediate needs, undertaking security categorisation and activity allocation risk assessments. Reception Prisons will also need to ascertain the status of further cases, immigration interest, recall assessment and calculate each individual's key dates accordingly.

Stabilisation of community factors around family and visits, housing and benefits is also a priority for Reception Prisons. For those serving shorter sentences, it will require provision based around reorientation back into the community.

While all prisoners should be given the chance to engage in activities that are purposeful, benefit them and increase their chances of employability, activity will need to be structured in a way that maximises the opportunities available and reflects the needs and status of the cohorts in a Reception Prison. Governors will need to consider population needs (health, criminogenic, educational) when tailoring the provision of activities. Activity that requires a more long-term, stable population such as industries workshops or lengthy Offender Behaviour Programmes (OBPs) may not be the best fit in Reception Prisons.

It is important to define activity as a purposeful use of a prisoner's time, which may not be restricted to simply work or education. Although it is not mandatory for unsentenced prisoners to attend work or education, there must be a sufficient number of activity spaces for them and they should be encouraged to do so.

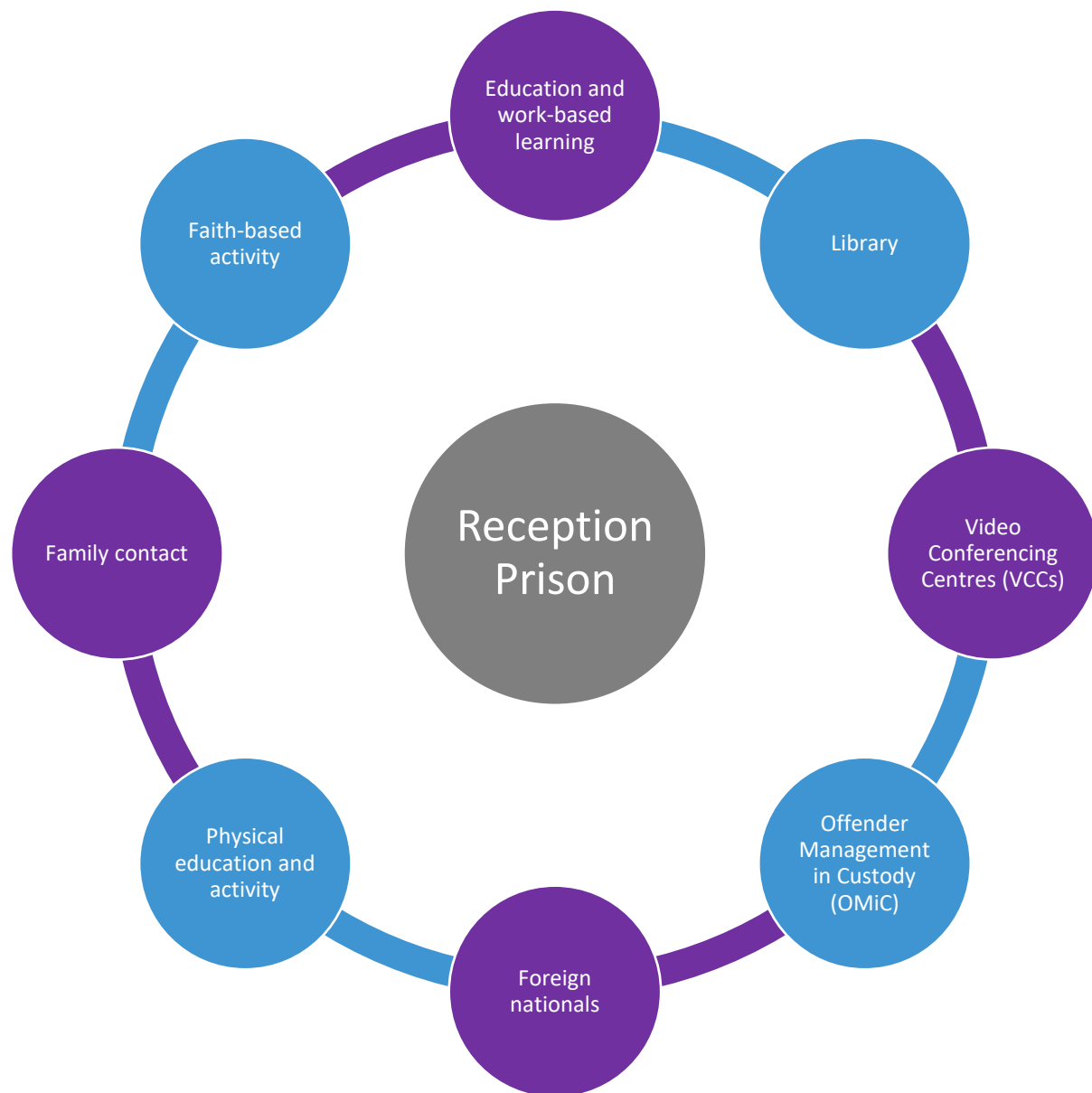
The regime will need to take into account, and be influenced by, wider elements of Prison Reform. This includes the Offender Management in Custody (OMiC) model. The focus for OMiC in a Reception Prison will be on keeping prisons calm and safe and supporting initial categorisation and onward allocation.

It will be for Governors of Reception Prisons to maximise all available spaces and provide as much activity as is possible, working with commissioners to define and decide the level of regime delivery against prisoner need, capacity, capability of the site (local infra-structure and workforce) and the budget that is the current prison's financial envelope.

Governors have greater freedom to review their regime delivery options and their staffing structure to maximise the delivery of activities within their budget envelope. The MOD will enable meaningful conversations and negotiations between commissioners and prison Governors to best agree each prisons' level of and type of service delivery to meet the ambition of the most effective and comprehension 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 main areas of activity are:



*(titles link to the relevant section)*

## 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 will be allowed 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](mailto:Prison_Education@justice.gov.uk)

With the high turnover of prisoners within the Reception Prisons, careful consideration will need to be given to what the offer to short-term prisoners will be. At present, length and content of courses is generally set by the provider but Governors will want to commission shorter, more targeted interventions that are better suited to the cohort. Good practice suggests that a prisoner who does not have a basic level of English and Maths (E3) should not be allocated to work until this need is addressed, unless this can be addressed through embedded learning in the workplace.

Courses that can be broken down into individual modules can also be offered. For example, Personal and Social Development (PSD) helps prisoners with various aspects of day to day life such as basic cooking and budgeting skills.

Further opportunities also come from providing wing-based “common rooms” as an alternative venue to the traditional classroom. Virtual Campus suites will continue to be available for prisoners to prepare CV’s and look for employment and training opportunities on release.

“Turning Pages”, the reading plan provided by the Shannon Trust to help adults learning to read, is another activity that prisoners can engage in whilst in prison. It consists of 5 manuals which can be worked through at the pace of the learner in short bursts of 20 minutes at a time. Turning Pages allows adults to move forward through a set of friendly, structured phonics-based manuals, as they learn to read. The final manual of the Turning Pages series has built-in opportunities to read things found in everyday life such as menus, instructions on medication and job descriptions. Turning Pages is supported by peer mentors, so the scheme has the added benefit of providing activity places for both the learners and the mentors.

Consideration should be given to the type of workshops operating in Reception Prisons and the cohort of prisoners working in them. Reception Prison will generally have a large unsentenced and very short stay population and therefore a high churn of prisoners, therefore Governors may wish to consider commercial contracts which will require less training than a specialist industry workshop.

Governors may also decide to use local labour market information to aid decision making around the activity offer in their prison, subsequently giving prisoners in their care the best possible chance of securing employment on release.

For establishments who employ prisoners for bio hazard cleaning, it may be necessary to offer vocational workshops such as BiCS (British Institute of Cleaning Sciences) to ensure there is a sufficient number of trained prisoners to carry out these duties and, again, length of these courses and the type of prisoner enrolled on them will need to be decided.

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.

There are some jobs that are crucial to maintaining the stability of the prison, i.e. kitchens need a consistent workforce in order to get meals prepared on time, and within Reception Prisons, consideration should be given to the cohort of prisoners that work in these areas. Conversely, some jobs require little training and can be backfilled quickly, i.e. servery, menus and letters, housekeeper.

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.

Prisons will need to ensure that they have enough work spaces for the vulnerable, disabled and elderly population. The below table provides some guidance around what types of activity could be considered for each cohort. This list is not exhaustive.

Up to 4 weeks	Education	Work	Interventions	Other
	<ul style="list-style-type: none"> <li>- Basic Skills Screening</li> <li>- Short, targeted Education Programmes (Inc. English, maths, ESoL)</li> <li>- Virtual Campus (CV building, job applications)</li> <li>- In cell Education</li> </ul>	<ul style="list-style-type: none"> <li>- Wing-based work (cleaning, servery, laundry, menus and letters)</li> </ul>	<ul style="list-style-type: none"> <li>- Basic Custody Screening Tool</li> <li>- NCS Skills Action Plan</li> <li>- Job Centre Plus</li> <li>- BASS</li> <li>- Gym (cardio and weights)</li> <li>- Gym classes</li> <li>- Remedial Gym</li> <li>- Static gym on exercise yards.</li> <li>- Drug and Alcohol addiction triage and support</li> </ul>	<ul style="list-style-type: none"> <li>- Healthcare appointments (doctors, dentist clinic etc)</li> <li>- Mental Health support</li> <li>- Social Visits</li> <li>- Legal Visits</li> <li>- Library</li> <li>- Book club</li> <li>- (E-Library)</li> <li>- Faith-based activities (Bible Studies, 1:1 support)</li> <li>- Meditation</li> <li>- Smoking Cessation</li> <li>- Yoga</li> </ul>

Up to 3 months (Inc. the above)	<ul style="list-style-type: none"> <li>- Personal and Social Development</li> <li>- Information Technology</li> <li>- Higher level literacy and numeracy</li> </ul>	<ul style="list-style-type: none"> <li>- Vocational Training Workshops (BiCS, On-premises Laundry)?</li> <li>- Kitchen (Inc. Food Hygiene qualification)</li> </ul>	<ul style="list-style-type: none"> <li>- Unaccredited courses (i.e. Domestic Violence, Anger Management)</li> <li>- Short Duration Drug Programme</li> <li>- Parenting Course</li> </ul>	<ul style="list-style-type: none"> <li>- Extended family Visits</li> </ul>
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When commissioning education services, Governors holding high proportions of foreign nationals in Reception Prisons should consider using internationally recognised awarding bodies so that any accomplishments achieved, or qualifications attained are recognised by the country to which Foreign Nationals are being removed.

## Library

The best libraries are often seen as “sanctuaries” to prisoners and are places of distraction, 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, supporting those whose educational requirement 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 should be available where possible and opportunities for prisoners to request reading or writing materials should be considered.

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 and disabilities should be considered to encourage and inspire individuals to take responsibility for their own development and improve their literacy.

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.

### Video Conference Centre (VCC)

As part of the Prison Estate Transformation Programme (PETP), the Reconfiguration project has identified Reception Prisons which are due to receive a VCC. This identification process is based on ensuring Reception Prisons can meet the demands of their cohort whilst maintaining a high-quality service for the courts and other stakeholders. The objective of the VCC is to enable an expansion of video capability within selected Reception Prisons and provide an environment that is an extension of the court room. VCCs will be designed to have a consistent look and feel across the estate.

Each VCC will be designed to best fit the available footprint at each establishment and to meet the forecast demand for video links, based on the best available information. It will include waiting/holding areas, welfare facilities, administrative offices, environmental management services, structured cabling, lighting and acoustic management appropriate for video conferencing to maximise the user experience at the prison and the court, whilst maintaining the safety and security requirements of a custodial setting (subject to constraints of the existing building, services and cost).

The PETP Reconfiguration team will work with prisons to carry out extensive engagement with the Judiciary, courts staff and other stakeholders to secure their buy in to deliver the required business process change, and promote the many benefits of a highly utilised VCC.

Fully compatible with the hardware technology and video service provided for the Ministry of Justice, the VCC seamlessly integrates with video capability across the courts and much of the wider criminal justice system. The design and technology future proofs the investment in prisons and provides the capability for prisons to meet changing demand.



## *VCC Benefits*

The feedback on operational VCCs has been very positive from prisoners, establishments and stakeholders. Some of the benefits of a VCC are as follows:

- they create a better and more efficient experience for staff and prisoners, adopting a principle of normality whilst maintaining the majesty of the court room;
- improved decency for prisoners as they will not be subject to a full search to use the VCC or lengthy journeys to and from court;
- VCC are contributing to improved experience for victims during the court process;
- reduces the risk of escape, in comparison to a court production;
- improved capacity and technology leading to increased availability and accessibility for courts, legal visits, probation, CRCs and video-facilitated inter-prison visits;
- improved safer custody procedures, and more timely access to relevant support services, where the prisoner receives an unexpected negative outcome, such as a long sentence, when comparing to a court production;
- improved court discharge times as fewer prisoners going through Reception department;
- operationally running the VCC may be easier than PCVL, as the VCC will be fit for purpose, have minimum blind spots (if any), better holding facilities and be decent and safe;
- VCC design is future proofed to support delivery as prisons and courts continue with the modernisation agenda;
- provide high-quality video links; and
- staff have reported VCCs are a pleasant place to work.

## *Increasing VCC utilisation*

Increasing and maximising the use of VCC will be an integral part of realising the benefits it offers. In all cases the VCC will increase the capacity of establishments to serve the courts as well as other stakeholders. The PETP Reconfiguration team will work closely with Reception Prisons to prepare for an increase in VCC utilisation.

This will include:

- identifying core staff and running training sessions and building knowledge within the VCC team;
- working with the establishment to embed efficient processes;
- working with prisoners so they understand what to expect;
- working with stakeholders to identify their demand and capacity;
- educating stakeholders about the establishment's offer;
- building effective relationships amongst all stakeholders; and
- reviewing management information (MI) to identify blockers and trends to maximise utilisation.

### *Transitioning from business as usual*

It is recommended that, following the hands-on training, staff have a two-week period to familiarise themselves with their new VCC by slowly transferring the existing workload from the PCVL suite to the VCC. This will allow staff to fine tune processes using live scenarios which will enable the most efficient use of the VCC.

The PETP Reconfiguration team will be available to coordinate staff training, which can also involve local stakeholder representatives in order to give them an opportunity to see how the new facility works and encourage demand for video conferencing. It is important that stakeholders see that the VCC offers a better-quality service to encourage them to opt for video conferencing as a default position.

### *Resource*

It is useful to have a dedicated member of the SMT who is responsible for the overall management of the VCC. This role will be particularly important as the establishment drives towards full capacity. It is suggested that usage of the VCC should be monitored weekly to ensure an upward trend. The PETP Reconfiguration team will be on hand to help the prison to work through and resolve any blockages which are preventing full utilisation.

It is recommended that each establishment should train and retain a core set of staff in the VCC to ensure processes are fully embedded and to maintain a high-quality service for users. Once the VCC is operating as business as usual we would encourage the introduction of new staff as per usual processes.

### *Video Link Booking System*

A video link booking system is being development to allow both prison and court users to book slots within the VCC to minimise the need to interact via telephone or emails. It will support the generation of utilisation data that can be used to make effective decisions around the use of video link both strategically and tactically. It will be piloted at HMP Wandsworth, future rollout of this system will depend on thorough evaluation and funding.



## Offender Management in Custody (OMiC)

Offender management in Custody (OMiC) is an integral part of supporting prisoners through their journey from initial reception and sentencing through to release, OMiC has been developed to assist this process and ensure that the sentence and progression plans remain a priority for both the prison and the offender.

The aim of the model is to ensure that that prisoners:

- Receive appropriate 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.

There will be a core service for all prisoners, including having a key worker, and there will also be a specialised service for NPS prisoners to coordinate and sequence all activities in custody. This will be supported by training, supervision and support for staff delivering offender management with accountability for its delivery.

The OMiC model will underpin the rehabilitative culture with a combination of specialised services, core services, leadership and skilled and supported staff.

Although sentence planning and the majority of OMiC work will begin after sentence and transfer, OMiC remains an integral part of all Reception Prisons. The key worker roles will support prisoners from the moment they enter custody focusing on keeping them calm and safe, preparing them for any VCC activity and ensuring they are transferred (following sentence) smoothly and successfully to Training Prisons, FNO Specialist Prisons or Resettlement Prisons, as appropriate. In Reception prisons that also have a resettlement function, OMiC will focus on preparation for release, supporting HDC and ROTL where appropriate and accessing through the gate (TTG) services. For more information on these processes, please read the [Resettlement Prison MOD](#).

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

Where a foreign national confirmed as "of interest" to Immigration Enforcement is held in a Reception Prison their expectations must be managed so that they come to terms with the fact that they will be removed from the UK. Assistance in regard to helping them prepare for their return could also be provided by the key worker, including by exploring the utilisation of the Early Removal or Facilitated Return Schemes (ERS and FRS).

## Foreign Nationals

Foreign nationals have specific risks, needs and associated services. Information specific to those held in Reception Prisons is outlined below.

### *Home Office Immigration Enforcement (HOIE)*

HMPPS remains committed to assisting the Home Office (HO) in the removal of prisoners of interest to Immigration Enforcement. This is achieved in a number of ways including a requirement for establishments to ensure timely referral of foreign nationals and to send a reminder when a prisoner is approaching release. Further to this, prisons should also identify and record FNOs' nationalities and ERS eligibility dates on Prison-NOMIS at the earliest opportunity.

In line with the wider changes to the future prison estate, the HO will increasingly focus their staff in Reception Prisons to enable earlier and swifter identification of those prisoners they will seek to remove, and to screen out those who are not of interest.

Immigration Enforcement will be committed to a 5-point plan for FNOs identified within Reception Prisons. The 5-point plan will allow Immigration Enforcement to identify interest at the conviction stage to ensure onward transfer to the training estate or to FNO specialist locations. The plan will aim to establish identity, nationality, status and documentation. The 5-point plan consists of:

### 5 POINT PLAN

- INDUCTION
- BIO DATA/DOCUMENT
- PHOTOGRAPH
- IMMIGRATION STATUS DECISION
- REMOVABILITY



Those prisoners detained solely by Immigration on an IS91 will still be held in Reception Prisons and onsite Home Office Immigration Enforcement (HOIE) staff will work with prisons on these cases.

While Video Conferencing Centres (VCCs) will be prioritised for enabling virtual court hearings, use of VCCs could be explored with onsite HOIE partners for supporting immigration hearings.

### *Overseas information*

Governors should ensure overseas information is made available to foreign nationals. TRACKS is an online resource for both prisoners and staff; it provides information on the deportation process and overseas resettlement, in both English and the relevant language. As prisoners do not routinely have access to the internet TRACKS has been issued to all establishments in the form of a CD which can be downloaded onto standalone PCs. The link to Tracks website is [www.tracks.uk.net](http://www.tracks.uk.net).

HMPs are a member of EuroPris – a pan-European network of 30 prison agencies. As part of the work of this group, EuroPris have developed a 'resource' section on their website which includes a range of documents that might be of interest, which can be accessed [here](#). These include:

- The [Transfer of Sentenced Prisoners Resource Book](#) brings together practical recommendations, best practice and resources developed to assist with the transfer of sentenced prisoners under the EU Framework Decision, however some of the learning and best practice examples would be applicable to other mechanisms of transfer to non-EU countries; and
- The directory of [Information on Prison Conditions](#) is a developing resource which contains basic summary information on serving a prison sentence in European countries. As this work has been developed through the FD909 expert group, the information contained so far is on EU countries, but EuroPris are keen to develop this to cover all EuroPris member countries. Information sheets are developed by the prison service in English and the national language of each country.

## *Cultural competence*

Cultural competence is important to meet the needs of the FNO cohort. Culture can be defined as the values, norms, and traditions that affect how individuals of a particular group perceive, think, interact, behave, and make judgments about their world. Culture is about how people make sense of experience and is not homogenous, static or a list of traits or beliefs shared by a social group.

Cultural competence is achieved through improved understanding and appreciating cultural differences leading to adaptations in the delivery of services which takes into account people's beliefs, behaviours and needs. Some examples of cultural competence include:

- Adapting delivery of programmes or courses so that group work is not mandatory. This would aid those whose cultures do not necessarily fit easily with this;
- Allowing opportunities for FNOs to secure forgiveness, or support, from community or religious elders, as this can often be more influential and meaningful to them;
- Providing access to a wide range of sports as those most popular in one culture may not be the most popular in others;
- Ensuring that considerations are made on the effects on FNOs families and the potential further embarrassment of being returned home by Immigration Enforcement; and
- Acknowledging that it may be harder for FNOs to contact their families due to the infrastructure of their country of origin and doing all that is possible to aid these family ties.

Developing cultural competence is not a process of learning lists of 'facts' about 'other' cultures. It is about learning to understand and work with service users from a range of diverse cultural and social backgrounds. A key part of this is learning to be reflective about our how own culture influences our assumptions, prejudices and the ways we work.

## Physical education and activity

Physical education (PE) and activity is an integral part of a prison regime and is usually a highly valued opportunity for prisoners. PE staff can offer gym inductions to assess a prisoner's fitness levels and can create tailor-made plans for individuals to improve their fitness or meet their own health or wellbeing goals. In addition to weights and cardiovascular equipment within the gym area, static equipment could be provided on exercise yards to encourage prisoners to maintain an active lifestyle outside of their allotted gym time.

Team sports promote collaborative working and reinforce the interpersonal skills development of prisoners. Providing opportunities for 'free time gym' where prisoners are encouraged to take part in team sports such as football can encourage good inter-wing relationships as well as their peers and staff. This, and similar physical activities can be of particular benefit and provide an outlet for prisoners who struggle to contribute positively to the regime. Recreational gym is also a cost-effective way of enhancing both the physical and emotional well-being of prisoners by enabling the alleviation of stress, tension and anxiety in a positive, controlled environment.

PE staff can provide remedial sessions for prisoners with disabilities or those recovering from injury as well as lower-intensity activities such as yoga and meditation for those to expend energy in a positive pro-social way. Collaboration with health colleagues can be effective in supportive recovery from addictions as well as encouraging good health via sessions such as smoking cessation.

Governors should consider the numerous informal embedded learning opportunities available within a gym environment and consider means for skills tracking and development to be encouraged and developed. Accredited courses could be considered as well as appropriate qualifications such as first aid training and manual handling.

## Family contact and visits

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.

## Faith Based Activity

Chapels are often large, comforting areas where prisoners can engage with the chaplaincy either as a group by attending classes or faith services or individually by talking with their appropriate religious leader as a form of support.

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.

The role of the Chaplaincy department extends beyond the mandatory offer of faith and pastoral care that is available to prisoners and includes interventions that improve emotional well-being and provides the possibility of personal change and preparation for release. 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. Prisoners of all backgrounds, regardless of their religious beliefs, are encouraged to participate in these activities.

## 5: Operating processes

In developing the Reception Prison MOD detailed analysis was undertaken to identify the core processes needed to run a Reception Prison.

There are four main areas which Reception Prisons will need to have a particular focus on. This section includes process maps detailing step by step guidance on how each area could work to support frontline staff in delivery.

They have been developed in collaboration with frontline staff, policy owners and other key stakeholders. They adhere to the minimum mandatory requirements of the relevant Prison Service Instruction or where appropriate, new Policy Framework. As Prison Service Instructions are replaced with new Policy Frameworks, the processes in the MOD will be updated to reflect any changes being made to the minimum requirements.

A summary of the core processes, available further below within the document, is provided below. In designing each process, we have referenced appropriate policies. These areas are:

**Reception** - as a result of changes to prisoner flows there will be a need to redesign reception processes including the need for increased flows out via reception (due to increased transfers) as well as in (as a result of any increase in court catchment).

**First night, induction and early days** – with increased churn of prisoners, there will need to be a particular focus on keeping men safe and ensure they are treated decently. They will need to be supported to understand how to navigate the prison system and the services that are available to them to help them change their lives.

**Video conferencing centres (VCCs)** - New video conference facilities will be installed in some Reception Prisons to facilitate better virtual access to the court system. This will increase the quality and availability of video conferencing and be a key driver to the efficient operations of all Reception Prisons. In order to make this work we need to re-design how prisoners will access video conferencing, how the facilities will be used, and key activity and outcomes recorded.

**Offender Management Unit (OMU)** – Including Basic Custody Screening Tool (BCST), sentence calculation, foreign national referral, categorisation, allocation and onward transfer. Failure to do this will result in bed blocking at the start of the system, will impact on population management and cause potential frustration for Through the Gate providers.

The key policies and tools that can be used to support the processes from an administration, operational or digital perspective, can be accessed here:

- [key policies](#)
- [key supporting tools](#)



## Reception Process

Activity where sequence must be as stated		Activity where sequence can be non-linear but must happen during block of under-pinning activity
Court discharge brought to Receptions	06:00	
Search (full/ rub down/ metal detect)	07:00	Retrieve cash and valuables
Retrieve property	08:00	Complete PER checks
P-NOMIS Updated	09:00	Seen by healthcare
Prisoner to van	10:00	
Transfer brought to Receptions	11:00	Retrieve cash and valuables
Search (full/ rub down/ metal detect)	12:00	Complete PER checks
Retrieve property	13:00	Seen by healthcare
P-NOMIS Updated	14:00	
Prisoner to van	15:00	Seen by healthcare
Discharge brought to Receptions	16:00	Reporting instructions understood
Receive discharge grant, travel warrant and clothes if needed	17:00	Search to remove any prison property
P-NOMIS Updated	18:00	Retrieve cash and valuables from stored prop
Prisoner leaves prison	19:00	
Discharge brought to Receptions	20:00	Seen by healthcare
Receive discharge grant, travel warrant and clothes if needed	21:00	Reporting instructions understood
P-NOMIS Updated	22:00	Search to remove any prison property
Prisoner leaves prison	23:00	Retrieve cash and valuables from stored prop
Court van arrives - prisoner accepted into custody	24:00	
ID check	25:00	Seen by healthcare
Warrant checked (paper/ E-warrant)	26:00	Search and store property
P-NOMIS Updated	27:00	Store cash and valuables
Pre-examined for information	28:00	Biometrics
Risk assessment for harm to self, to others or from others completed	29:00	Photo
Moved to cell that appropriately meets risk and need	30:00	Search (full/ rub down/ metal detect)
	31:00	

## First night, induction and early days

### First night process

Activity where sequence must be as stated		Activity undertaken only if prisoner meets the criteria
New admission received on to FNC	0 – 1 Hour	L/R must receive same entitlements as FNiC Check for specific needs LD/ MHI / Detox and provide assistance and support If prisoner on ACCT assessment must be completed
C-NOMIS and wing diary updated		
Seen by Doctor assessment and CSRA Updated		
CSRA Completed by wing staff		
CSRA updated on C-NOMIS	1 – 2 Hour	If prisoner does not appear competent to make effective decisions i.e. MHI or Detox any decency offer such as phone calls can be retained up to 7 days  If prisoner is current drug or alcohol user, they must be assessed immediately and moved to detox centre instead of FNC  Foreign national prisoners to be provided with language lines or staff translator to fully explain FNC process
Hot meal and drink provided to prisoner		
Staff explain entitlements such as visits etc.		
Bedding & toiletries provided		
Bath or shower offered		
Public expense phone call offered		
First Night canteen offered		
Explain safety and emergency procedures		
Public expense phone call offered		
First Night canteen offered		
Explain safety and emergency procedures		
Staff to assist with immediate concerns/ questions	2 – 3 Hours	If disability or social care issues are raised prisoner must be seen by DLO to perform an assessment for reasonable adjustments and care to be provided. If prisoner unable to maintain own hygiene nurse to
Staff explain Chaplaincy and offer on duty chaplain		

Staff explain listeners and offer on duty listener	3+ Hours	be provided at the earliest opportunity to assist with bathing
Letter writing equipment/ induction booklet given		
Identify appropriate cell using CSRA		
Locate prisoner in cell ensure they understand		
Cell location, conversation and offer on C-NOMIS		ACCT documents to be updated to reflect conversations and concerns. Maintain observation level throughout shift and handover to staff
Where applicable, seen by immigration enforcement		
Handover provided to other wing staff		

## Induction and early days timeline

### Induction (1)

**Activity where sequence must be as stated within 7 working days of prisoner entering custody unless there are detox or mental health issues that would inhibit their ability to absorb the information**

**Activity that only needs to be completed if applicable to the individual**

	Day 1	
New prisoner enters prison and all Reception processes are completed whilst ensuring their immediate wellbeing and communicating any concerns with other Receptions staff and Officers on FNC		
During Receptions process any communications barriers must be identified and effective method of communication found, this must also be handed over to FNC		
Prisoner escorted to FNC where all FN processes are followed		
It must be ensured that all prisoners are given a full induction programme as soon as they are able to benefit from it or at the earliest opportunity to do so ( if received on Fri/ Sat)		
A timetable of the induction process must be provided		
All induction must be needs based and staff facilitating this must ensure that the prisoner is able to fully understand and has the tools required to communicate such as an interpreter or using coloured paper on leaflets for dyslexic prisoner		First time prisoners will have the greatest needs for induction and must be afforded particular attention
The induction process must provide, support and guidance on what will happen during the first few days in custody such as transitioning to OL		Staff must ensure that all prisoners, whether located on a dedicated induction unit or not, receive induction. Prisoners in segregation must not be excluded from an appropriate induction process.
Must aid integration into prison life, but building positive relationships, establishing standards and expectations, and equipping prisoners with the knowledge to use their time in custody effectively		A change of status, i.e. unconvicted to convicted, will require an additional induction process relevant to this change
Relevant information must be explained to prisoners in a language they understand, including that they will be allowed facilities and access to specialist advice to preserve outside links and supportive factors		Induction for remand prisoners must take account of their special status, as set out in Annex B of PSO 4600. They must be told of their rights and privileges relating to medical/dental treatment, letters and visits and wearing their own clothes.
Local information must be provided alongside the national package, such as regime times and specialist services.		
Process must acknowledge and manage any immediate risk or need such as children or housing issues		

## Induction (2)

**Activity where sequence must be as stated within 7 working days of prisoner entering custody unless there are detox or mental health issues that would inhibit their ability to absorb the information**

Provided with facilities to write letters, given access and encouraged to use, designated telephones to maintain family ties. Info about visits and the Assisted Prisons Visits Scheme must be explained
Hand-outs should be provided for family and friends including details of how to find the prison and how to book visits.
Informed about the availability of the Prisoners' Information Book. Life sentenced prisoners must be provided with the Prisoners' Information Book for Life Sentenced Prisoners
Rules and procedures within the establishment must be explained
Information regarding the following must be provided: Equal Opportunities Inc. RRP, VR and SC Policy, facilities for religious observance, Health issues
Help with substance misuse, hygiene, daily routine, expected standards of behaviour, advice on coping in custody, H&S, Library, Laundry and canteen must also be given
Advice on sources of assistance such as chaplaincy, Listeners, healthcare, officers, Buddies, DLO, RRLO, Drug Strat
Must include provision of information about formal procedures and how they affect prisoners such as legal matters, OaSYS, ROTL, transfer etc.
Opportunities whilst in custody including assistance with Resettlement upon release must be discussed
Gym and Education Induction must also be completed following the initial Induction and a timetable of activities that suit their individual needs produced
Record interactions, services required and relevant information following induction onto P-NOMIS as well as verbal handover to wing staff

Day  
7-10

**Activity that only needs to be completed if applicable to the individual**

Risk assessed prisoners may also provide an information service base to provide an insight into custody

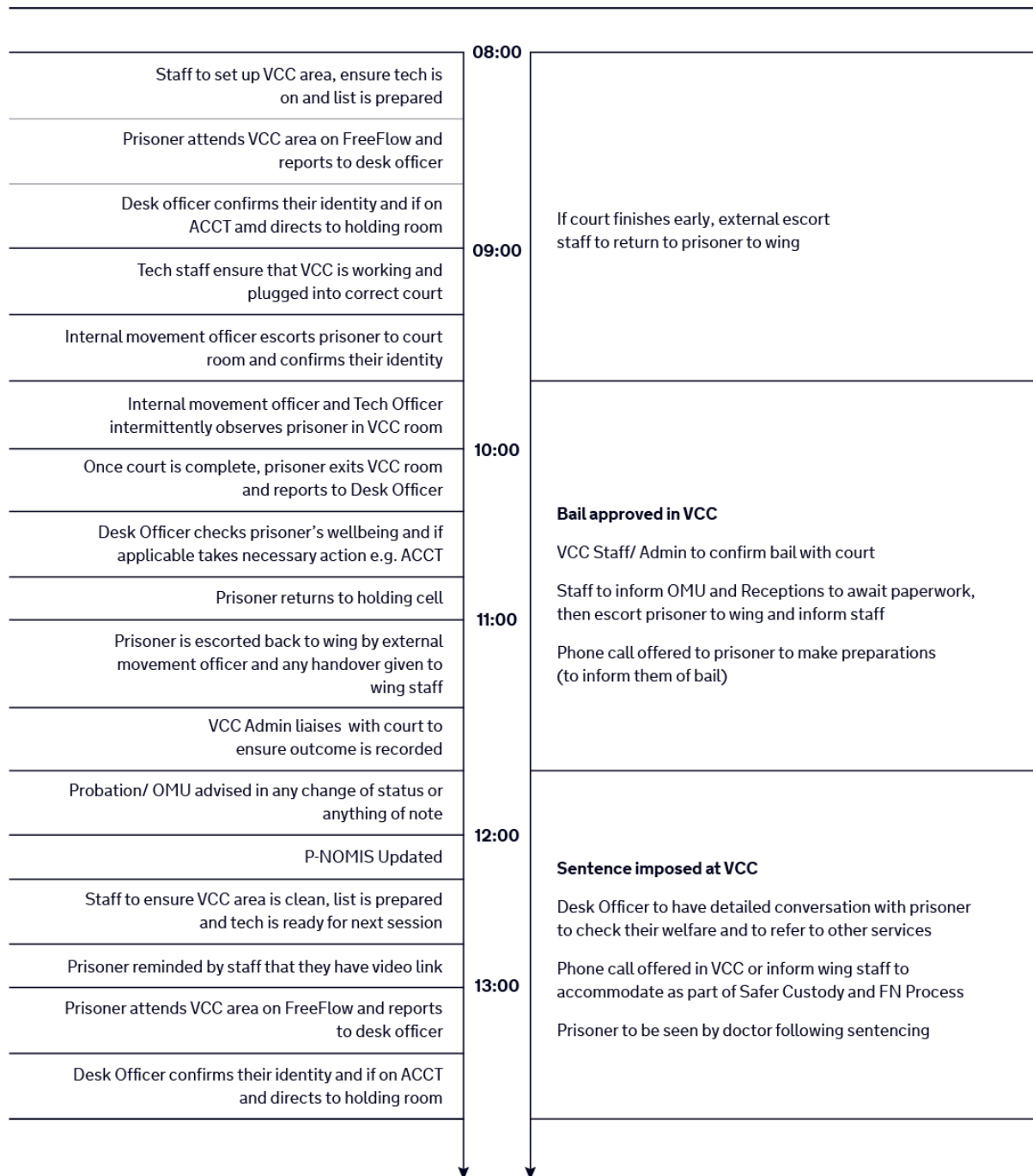
Induction must be provided for prisoners who are new to the particular establishment, even if they have undergone induction elsewhere - Induction staff must ensure that any missing information from a previous establishment is followed up

First time prisoners must have a needs assessment completed. Education must be planned as a result of assessment and part of an integrated programme of activities

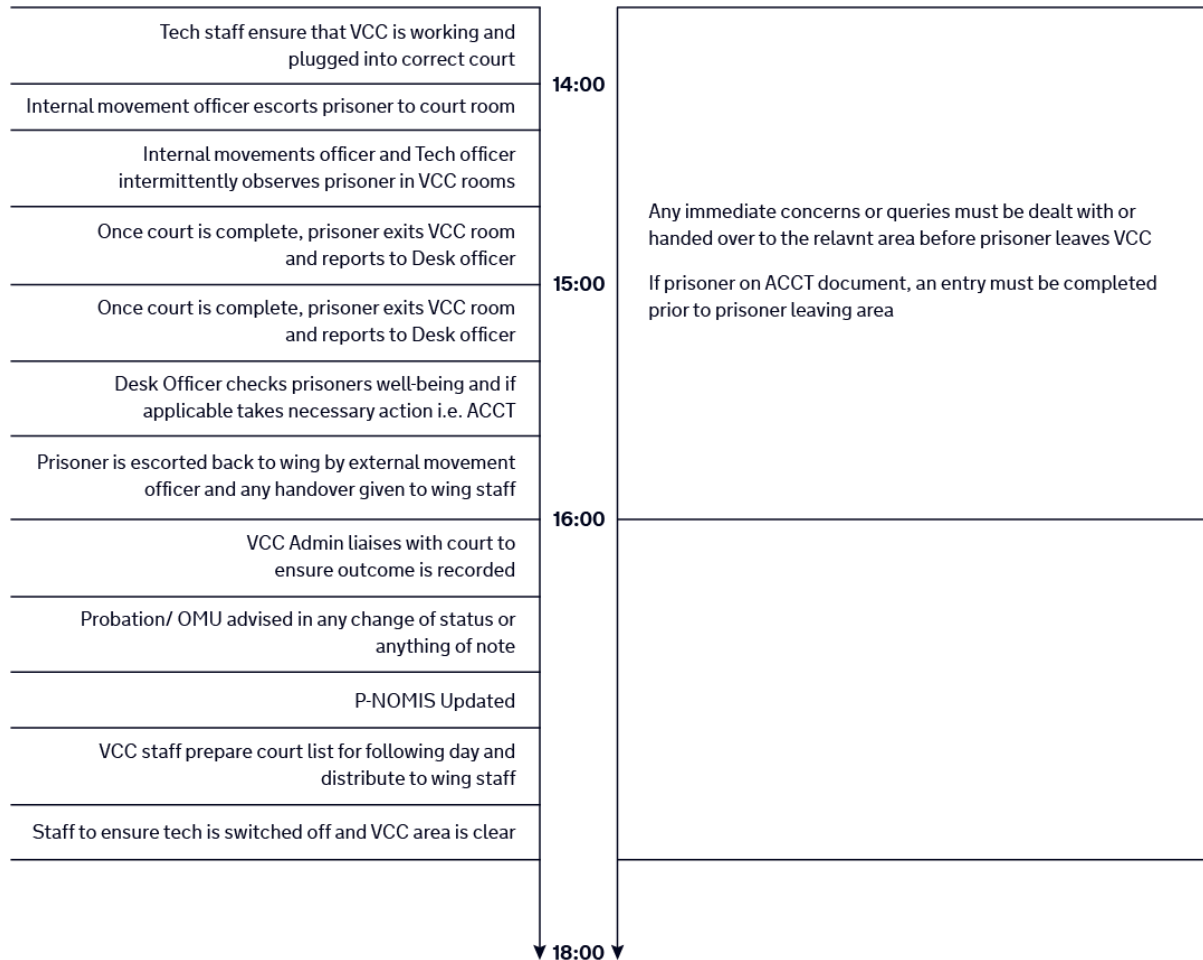
Any prisoners who are FNO or who have family living abroad must be offered a way to maintain family ties and must be informed of their entitlements such as right to a public expense phone call once a month

## VCC timeline

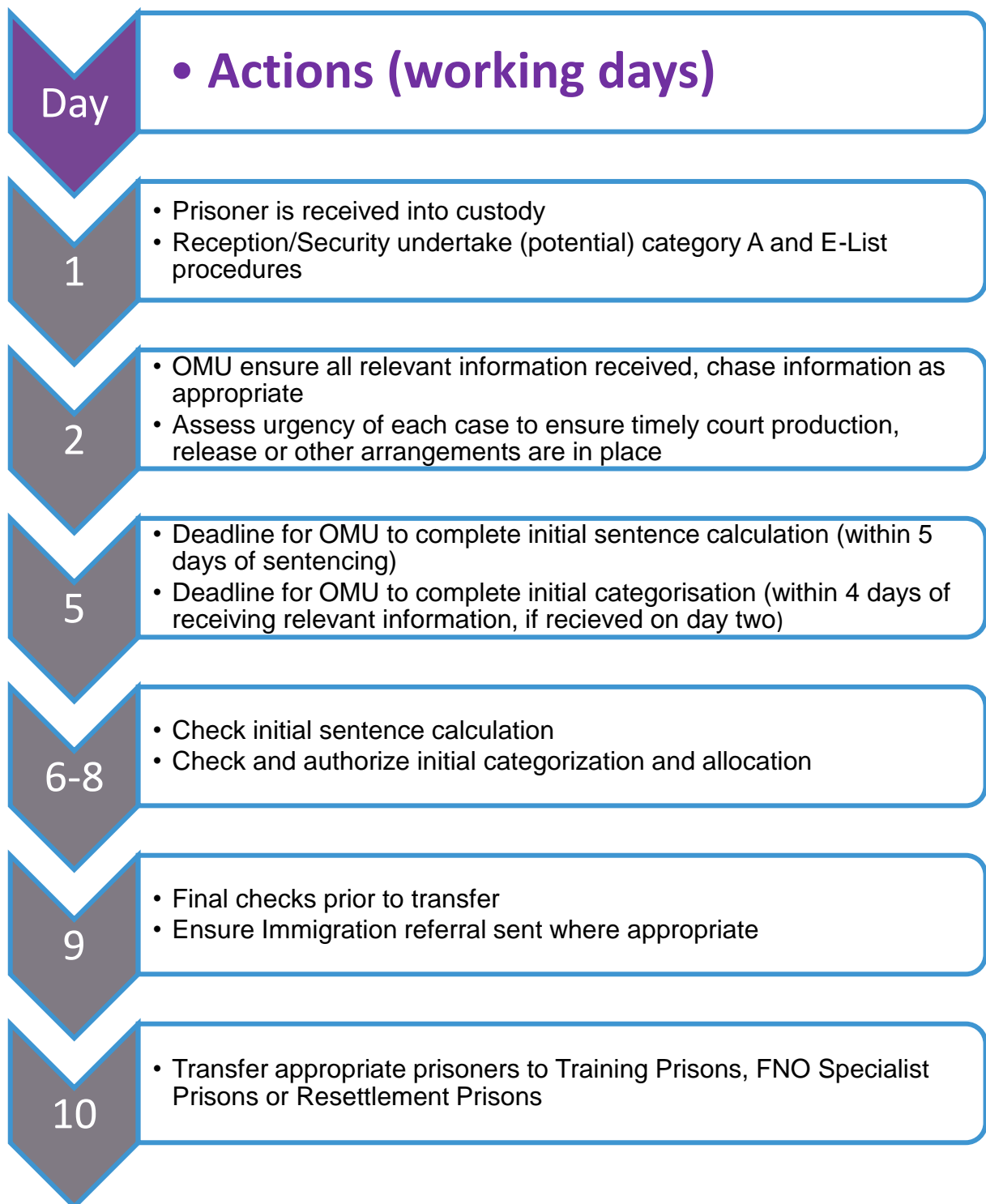
### Morning



## VCC Timeline



## OMU timeline







# HM Prison & Probation Service

## Key policies

Please read the below policies for further useful information on the purpose and minimum requirements of these processes

Reference	Instruction / link	Reception	Induction	VCCs	OMU
PSI 72/2011	<a href="#">Discharge</a>	x		x	
PSI 12/2011	<a href="#">Prisoners' Property</a>	x			
PSI 23/2014	<a href="#">Prison-NOMIS (National Offender Management Information System)</a>	x		x	
NSF	The National Security Framework	x			x
PSI 03/2015	<a href="#">Sentence Calculations - Determinate Sentenced Prisoners</a>			x	x
PSI 52/2011	<a href="#">Immigration, Repatriation and Removal Services</a>			x	x
PSI 07/2015	<a href="#">Early days in custody - Reception in, First Night in custody and induction to custody</a>		x		
PSI 40/2011	<a href="#">Categorisation and recategorisation of adult male prisoners</a>				x
PSI 41/2011	<a href="#">Categorisation and recategorisation of young adult male prisoners</a>				x
PSI 10/2015	<a href="#">Management and security of Escape List (E-List) prisoners</a>	x			
PSI 32/2011	<a href="#">Ensuring Equality</a>	x	x		
PSI 18/2016	<a href="#">The Public Protection Manual</a>				x
PSI 37/2014	<a href="#">Eligibility for Open Conditions and for ROTL of Prisoners Subject to Deportation Proceedings</a>				x

### Key supporting tools

Please see below tool that enable each process

	Reception			First night, induction, early days				VCC			OMU			
	Admin	Ops	Mgmt	Prisoner	Admin	Ops	Mgmt	Admin	Ops	Mgmt	Prisoner	Admin	Ops	Mgmt
Prison-NOMIS / Reporting	x	x	x		x	x	x	x	x	x		x	x	x
Police Custody Reports	x	x						x						
Warrant	x	x	x			x	x	x				x	x	
PER		x	x					x						
Self-harm warning form		x												
CSRA					x	x	x							
ACCT						x								
First Night Induction Booklet				x										
Induction Information Pack				x	x									
PowerPoint presentation				x	x	x								
BCST					x	x	x							
VCC scheduler and reports?								x	x	x				
ICA documentation											x	x	x	x
Record of decision form											x			
OASys												x	x	
PNC												x	x	
Core Record												x	x	
Pre-Sentence Reports (PSR)												x	x	