

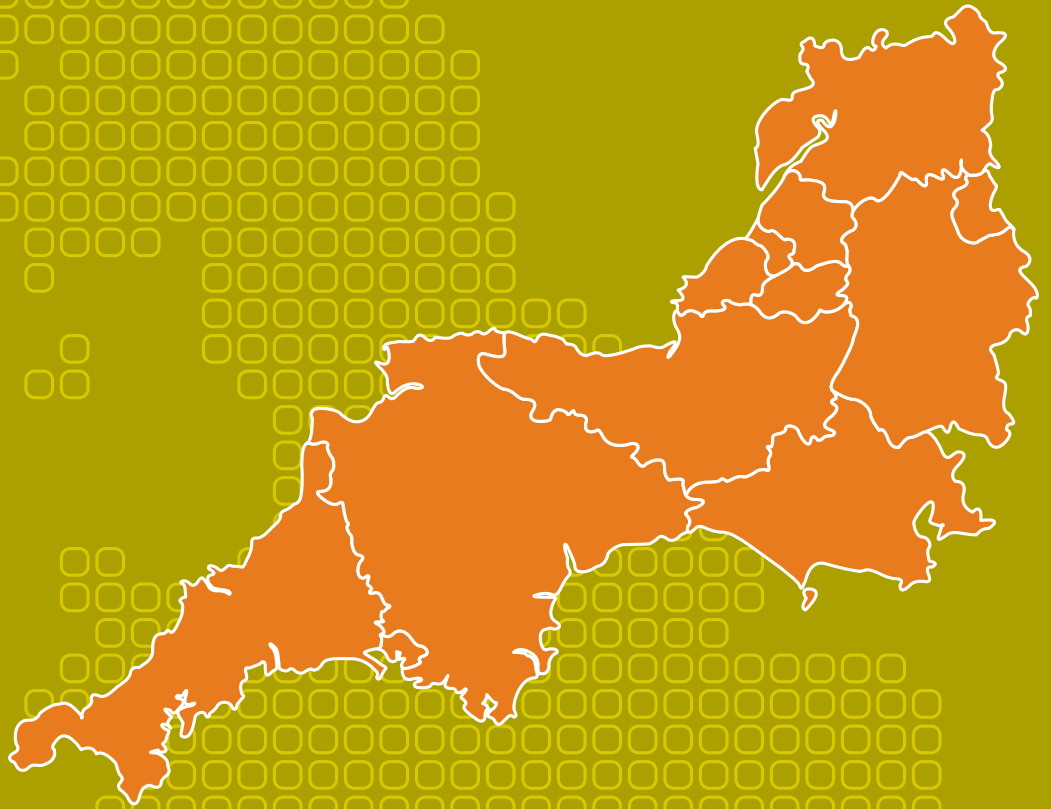


**Home Office**

BUILDING A SAFE, JUST  
AND TOLERANT SOCIETY

# Resettlement Strategy

## South West Region

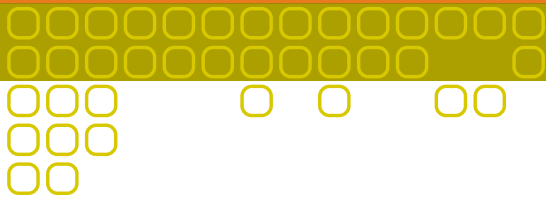




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Author: Patricia Best, South West Regional Manager, National Probation Directorate.



## Executive Summary

Tackling crime is a high level Government priority. A key part of addressing offending must be rehabilitation to ensure the achievement of community safety and neighbourhood renewal. The Resettlement Strategy is targeted at improving the outcomes for 75% of the prison population who currently receive no resettlement intervention at all.

This strategy is ground breaking in that it is aiming to formalise delivery through the use of complex partnerships. The crime reduction potential of achieving effective work on resettlement through this work is significant.

Reconviction rates of prisoners on release have remained consistently and unacceptably high for many years. However, the use of short-term prison sentences has increased by 186% in the last decade and yet it is the most markedly ineffective sentence as the reconviction rate for this group of prisoners is 65% within two years of release. This contrasts with the 55% reconviction rate for other sentencing penalties, both custodial and community based sentences. This group represents the largest proportion of custodial sentences annually and is a socially excluded group facing multiple barriers.

- ▶ 70% of male prisoners
- ▶ 80% of female prisoners

This strategy will aim to reduce the re-offending of prisoners from the South West Region who receive sentences of under 12 months. The target will be to reduce re-offending by 7% in year three. This will be achieved by providing an integrated response to unmet resettlement needs through multi agency partnerships.

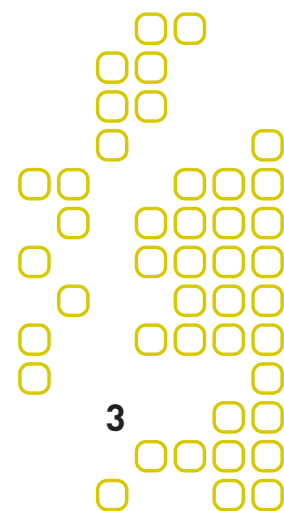


## South West Regional Data

- ▶ 8,538 Prisoners released from South West Region Prisons each year <sup>1</sup>
- ▶ Due to the increase in the prison population an additional 580 bed spaces are planned in the South West <sup>2</sup>
- ▶ 4,072 have served less than six months <sup>3</sup>
- ▶ 711 average releases per month <sup>4</sup>
- ▶ 12,000 offenders under probation supervision in the community per annum (average) <sup>5</sup>
- ▶ 42% of prisoners released have no fixed abode <sup>6</sup>
- ▶ 75% of those who have served short sentences for burglary or theft are convicted of a further offence within two years of release <sup>7</sup>
- ▶ Homeless ex-offenders are twice as likely to be reconvicted than those with established accommodation <sup>8</sup>
- ▶ 66% of prisoners are currently ineligible for 96% of jobs because of their literacy and numeracy basic skills levels <sup>9</sup>
- ▶ High level of drug misuse amongst young people, particularly those who are serious and persistent offenders <sup>10</sup>
- ▶ 40% of women prisoners received help or treatment for a mental health problem in the year before Prison <sup>11</sup>
- ▶ 60% of offenders who are re-convicted are unemployed <sup>12</sup>
- ▶ 125,000 children in the UK have a parent in custody on any day <sup>13</sup>

These figures do not include the remand/unsentenced prisoners who can be released from court.

- 1 South West Prison Area Office data
- 2 South West Prison Area Office data
- 3 South West Prison Area Office data
- 4 South West Prison Area Office data
- 5 South West Probation Data
- 6 Reducing Re-Offending by Ex-Prisoners – Social Exclusion Unit (2002)
- 7 Reducing Re-Offending by Ex-Prisoners – Social Exclusion Unit (2002)
- 8 Reducing Re-Offending by Ex-Prisoners – Social Exclusion Unit (2002)
- 9 Reducing Re-Offending by Ex-Prisoners – Social Exclusion Unit (2002)
- 10 Reducing Re-Offending by Ex-Prisoners – Social Exclusion Unit (2002)
- 11 Reducing Re-Offending by Ex-Prisoners – Social Exclusion Unit (2002)
- 12 Reducing Re-Offending by Ex-Prisoners – Social Exclusion Unit (2002)
- 13 Reducing Re-Offending by Ex-Prisoners – Social Exclusion Unit (2002)



## Introduction

Integrating services is essential in order to deliver high quality, cost effective provision. It is recognised in central, regional and local government that any strategy which is to achieve optimum outcomes on any major social issue should embrace the opportunity to co-ordinate and integrate the activities of individual agencies and community groups.

This Resettlement Strategy calls on all regional and local agencies identified in this document to actively support the recommendations and to drive the necessary changes forward to achieve the outcomes specified. This document sets out the key areas of work for the South West Region and seeks to detail the agreed contribution of local, regional and national organisations for its achievement.

There is a collective responsibility for achieving the ultimate goal of a strategy, which will deliver, to the agreed standards and outcomes.

### National Context

The recent influential report “Through the Prison Gate” offers a good working definition of resettlement:

**“A systematic and evidence based process by which actions are taken to work with the offender in custody and on release, so that communities are better protected from harm and re-offending is significantly reduced. It encompasses the totality of work with prisoners, their families and significant others in partnership with statutory and voluntary organisations.”** <sup>14</sup>

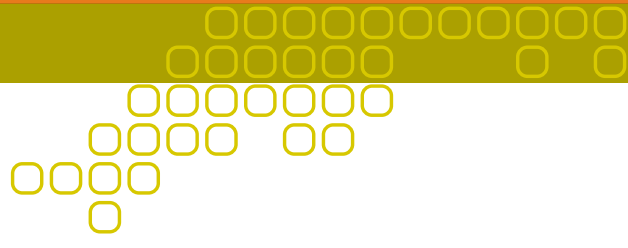
The Social Exclusion Unit’s proposed plan on re-offending argues that clear accountability for resettlement and rehabilitation is essential at a regional level, alongside accountability at a national level. This was echoed in the Thematic Report quoted above. <sup>15</sup>

- ▶ Deliver a co-ordinated and integrated response to the resettlement and rehabilitation of offenders
- ▶ Limit the risk of harm to victims, communities and vulnerable groups
- ▶ Contribute to the regeneration of the region through the provision of effective programmes for offenders before, during and post custody

A Regional Resettlement Strategy will contribute to the overall aim of the criminal justice system to prevent re-offending, and protect the public. Effective delivery of rehabilitation will reduce the fear of crime within our communities and enable them to participate in developing safer communities.

14 Through the Prison Gate: a joint thematic review by HM Inspectors of Prison and Probation 2001

15 Reducing Re-Offending by Ex-Prisoners - Social Exclusion Unit (2002)



## South West Context

In July 2001, a South West Regional conference brought together a group of individuals representing a wide range of agencies who were concerned about the re-offending of short term prisoners. This conference identified that there were a range of complex resettlement needs which were not being met. At the end of the conference there was joint agreement that through combining their skills and services that an impact on the identified problem could be made. This led to the establishment of the South West Regional Champions Group.

The goal is safer communities. The majority of crime is committed by a relatively small number of persistent offenders. A key part of addressing offending must be rehabilitation to ensure an effective contribution to building safer communities and neighbourhood renewal.

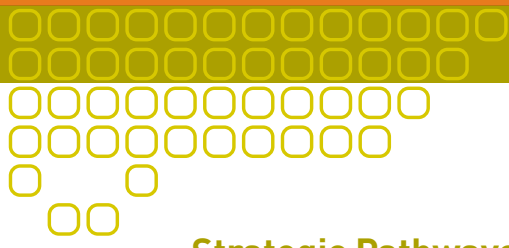
The SW Champions Group has identified that this requires the delivery of more support for those leaving prison, more joint working between the statutory agencies, Probation and Prison Service and Police and essentially the need for a partnership approach to address the multiple needs of offenders.

The White Paper "Justice for All" proposes the development of a network of community custody centres which deny offenders liberty whilst allowing them to work, gain new skills and vitally maintain family relationships and care for their children. We aim to deliver this and more within the South West through the implementation of this strategy and the use of current legislation.

Correctional Services cannot do this alone, the Probation Service is not currently funded to work with prisoners serving less than 12 month custodial sentences and there is no established requirement for post-release supervision. It is essential that we work in collaborative partnership with other agencies, community based services, voluntary partners and private organisations. This important task can only be effectively delivered if we work together to achieve the rehabilitation and resettlement of offenders.

Integral to this strategy will be the assessment of the capacity for potential harm and risk of the offender. The National Probation Service and the Prison Service have developed a system to deliver a common, efficient and effective offender risk and needs assessment that is targeted at reducing re-offending/reconviction rates and increased protection of the public. The system, OASys (Offender Assessment System), identifies and classifies offending related needs as well as risk. Tackling these specific needs reduces the probability of re-offending.

This structured assessment tool is the building block on which this strategy and its work with offenders and local communities is based. Oasys will be both the key tool for protecting the public through the assessment of risk of harm and in identifying the needs which will form the action plan to reduce the risk of re-offending.



## Strategic Pathways<sup>16</sup>

Taking account of the risk of harm a focus on practical resettlement needs will be the core of this strategy:

- ▶ Employment
- ▶ Accommodation
- ▶ Learning and Skills
- ▶ Life Skills and Offending Behaviour
- ▶ Family and Social Support
- ▶ Drug and Alcohol Misuse
- ▶ Health
- ▶ Finance
- ▶ Case Management

All these are important in order to make and sustain the change required from a prisoner on release in order to achieve effective integration into the community.

HMP Bristol has been at the forefront of resettlement working, with the Probation Service, Job Centre Plus, Housing Authorities, Training Providers and local employers. The Prison Inspectorate noted that the prison had made a concerted effort to build on existing resettlement programmes.

**“We saw more work being done at Bristol to deal with the needs of resettlement and help prisoners to address offending behaviour than in any other local prisons.” It is this model we wish to build on and disseminate across the South West Region.**

<sup>16</sup> The strategic pathways commence on p22.

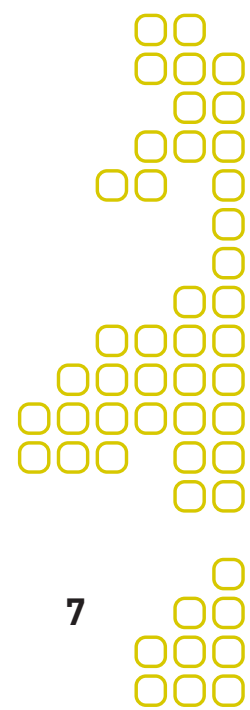
## Strategy Aims

The South West Regional Strategy aims to achieve the following:

- ▶ The delivery of a co-ordinated and integrated response to the resettlement, rehabilitation and reintegration of offenders
- ▶ Reduce the number of victims and the risk of harm to communities and vulnerable groups
- ▶ Protect the Public
- ▶ Contribute to safer communities and the regeneration of the region through the provision of effective resettlement responses and programmes to offenders who do not currently receive a service

## Principles

- ▶ A commitment to developing resettlement interventions on evidenced practice and programmes, which are effective
- ▶ Integrated services, which provide opportunities for offenders to address a wide range of needs
- ▶ Implementation of strategy from words into action, policy to practice across the South West Region
- ▶ Strive for excellence through continuous improvement
- ▶ Commitment to research, measurement and monitoring of the effectiveness of our strategies and interventions
- ▶ Provide value for money
- ▶ Sharing of best practice locally, regionally and nationally



## Core Deliverables

The core deliverables of this strategy have been defined in terms of project outcomes, meeting business objectives, support for the offender and employment benefits.

### Strategy Outcomes:

- ▶ Reduce re-offending of identified prisoners by 4% in year one, 6% in year two and 7% in year three (complete rolling years)
- ▶ Establish assessment centres for short term prisoners in 4 male local prisons and 1 female local prison
- ▶ Use a Unified Fast track risk and needs assessment tool in all 15 prisons
- ▶ Reduce No Fixed Abode (NFA) discharges of under 12 month prisoners by 50%
- ▶ Establish Homelessness Prevention Officers attached to each of the five local prisons
- ▶ Increase shared prison/probation purchase of housing with voluntary sector housing providers by 150%
- ▶ Increase under 12 month prisoners going into employment/and or training by 10%

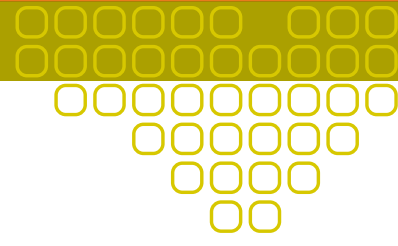
### Offender Support:

- ▶ Trial offender passport system to deliver, verify and track individual resettlement programme
- ▶ Develop teams of mentors to support discharging prisoners
- ▶ Establish family help lines in the 5 local prisons
- ▶ Establish dually appointed Basic Skills Tutors working 'Through the Prison Gate'<sup>17</sup>

### Employment Benefits:

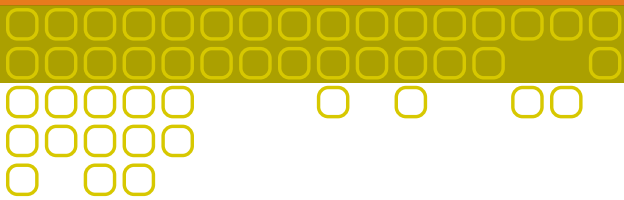
- ▶ Increase private sector employers from 27 pledged employers to 120 to work with prisoners 'Through the Prison Gate'
- ▶ Match custodial training to labour market need
- ▶ Target employers with volume vacancies

<sup>17</sup> 'Through the Prison Gate' means the continuity and integration of programme delivery whether the offender is in custody or in the community.



## Business Objectives:

- ▶ Add value to the Prison Service Key Performance Targets (KPT) for Education and Employment on release (ETE)
- ▶ Pilot Custody Plus using current legislation
- ▶ Implement 'Through the Prison Gate' case management system across the partnerships
- ▶ Common partnership approach across the SW
- ▶ Develop family visits centres in three key SW prisons
- ▶ Revitalise Prison Service Personal Officer Scheme in the 5 local prisons for motivational work with prisoners
- ▶ Establish regional contract to ensure the return of 25% of prisoners to their local prison in order to test the effectiveness of the community prison concept
- ▶ Build a collaborative culture of shared learning through joint training as evidenced in the Swedish model (unified service)



## Infrastructure

The South West Region is establishing, with the help of the Home Office the first Regional Partnership Unit. This unit will replicate the national partnership unit based in the Home Office and will have a direct communication pathway back to the national partnership.

This South West Partnership Unit will provide over arching Partnership Governance for this project. The Partnership Programme will support the work of partner organisations to achieve joint objectives with the minimum risk. The programme will take advantage of opportunities to put in place arrangements that will protect project benefit delivery and reduce the possibility of failing to achieve objectives and represents a key factor in our risk management of this project.

The partnership programmes vision is:

**“To provide a partnership structure and environment to design and deliver collaborative projects, that will develop new capabilities, service or business operations in the South West Region that provide benefits to the agencies and communities involved.”**

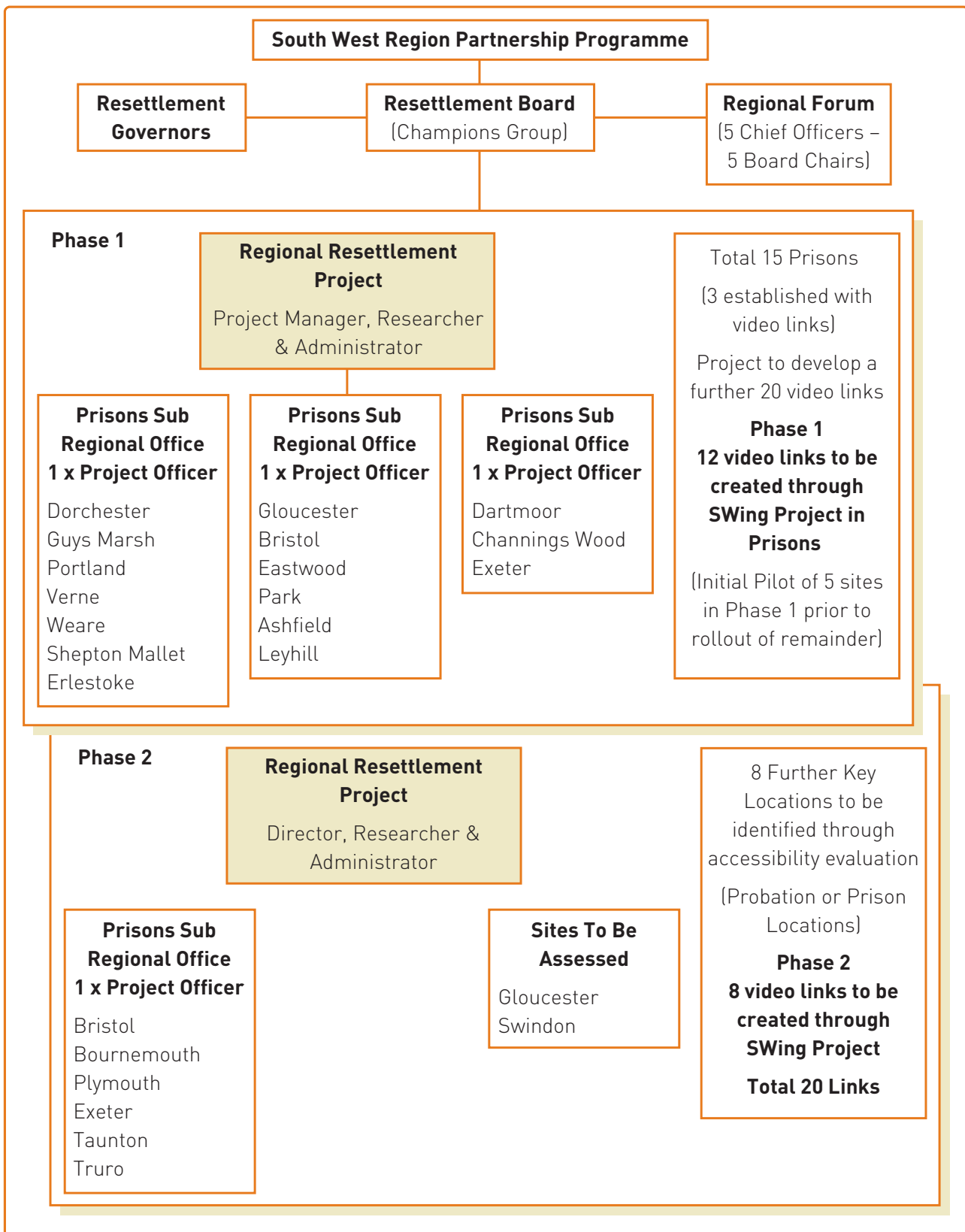
The agencies that will be part of the Programme Board are:

- ▶ Government Office of the South West,
- ▶ Police,
- ▶ HM Prison Service,
- ▶ Regional Health,
- ▶ National Treatment Agency for Drugs,
- ▶ Crime Reduction,
- ▶ Probation Service,
- ▶ Regional Assembly, and
- ▶ Voluntary Sector representation.

A Resettlement Project Board (Champions Group) is in existence and has overseen the establishment of the Regional Resettlement Strategy.

The regional resettlement management capacity within the South West Partnership Structure can be seen below.

## Regional Resettlement Infrastructure



## Innovation

This Strategy is innovative in that:

- ▶ It will be led by the Probation and Prison Service and the identified Stakeholders.
- ▶ It will test out the ability of these organisations to provide an integrated correctional service, in the area of resettlement without the need for further legislation.
- ▶ It will establish a Regional Criminal Justice System which delivers less crime.
- ▶ It will develop responses to unmet resettlement need using partnerships between the public, private and voluntary sectors.
- ▶ It will pilot complex multi-partnership approach.
- ▶ It will develop and deliver of a core programme to address unmet resettlement needs as identified in Social Exclusion Unit report and “ Through the Prison Gate” Research will take place to compare the effectiveness of this approach to sub-projects within the South West, which will use a cognitive approach.

## Benefits to Users

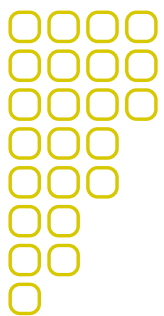
There are six major beneficiaries identified for the proposed project.

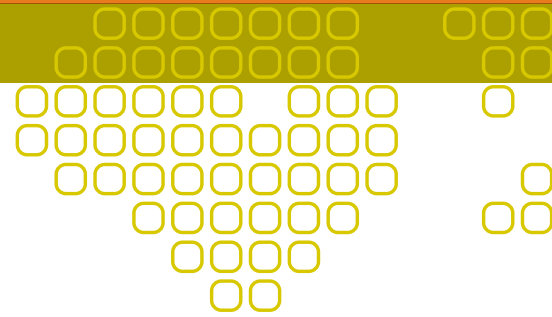
### Community

- ▶ 7% reduction in offending by year three
- ▶ Reparation to the community
- ▶ Rebalance of system in favour of victim and the community
- ▶ Delivery of restorative justice
- ▶ Economic regeneration/neighbourhood renewal

### Victims

- ▶ Fewer victims
- ▶ Access to mediation
- ▶ Reparation





## Prisoners

- ▶ Opportunity to address unmet resettlement needs
- ▶ Access to training, development and employment
- ▶ Access to treatment for multiple health problems
- ▶ Improved opportunity to retain family ties
- ▶ Accommodation/housing needs met
- ▶ Specialist diverse needs met i.e. ethnicity, mental health, disability
- ▶ Reparation opportunity
- ▶ Community integration

## Prison Service

- ▶ Less volatile prisons
- ▶ Reduction in number of short term prisoners
- ▶ Increased job satisfaction
- ▶ Achievement of KPIs
- ▶ Targeting of resources
- ▶ Formal structured handover from custody to community

## Probation Service

- ▶ Development of community responses for all offenders
- ▶ Capacity building for future targets in advance of Justice for All Proposals
- ▶ Delivery of Halliday recommendations
- ▶ Model for delivery of a Community Justice Service in partnership with the community
- ▶ Seamless integration into community



## Partners

- ▶ Contribution to their lateral organisational objectives
- ▶ Sustainable benefits
- ▶ Evidenced and researched interventions
- ▶ Improved communication
- ▶ Integration of Services and regional strategic objectives
- ▶ Harnessing of complimentary resources and expertise
- ▶ Negate the duplication of effort
- ▶ Framework for resettlement delivery

Each partner has signed up to the Regional Resettlement Strategy and is committed to supporting this project by making available staff and resources to deliver this previously unprovided integrated response to resettlement needs for the under 12 month prisoner.

The co-ordination of these resources within the framework of the resettlement strategy will deliver a service to offender victim and community not previously provided.

It will test out ALL the recommendations of the Social Exclusion Unit report:

- ▶ Delivery through Integrated Partnership
- ▶ Regional Approach
- ▶ Address all Resettlement needs

The Strategy will also:

- ▶ Validate the approach for National Roll Out
- ▶ Develop a framework which will be sustainable
- ▶ Identify any additional resource requirements for the Partnership Agencies and the lead Partners of Prison and Probation Service
- ▶ Test out the approach through already identified Trans-national partners

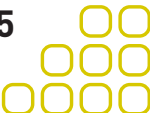
This Strategy will establish a resettlement service, which is unique in its delivery. Sweden is the only European country currently, which takes a dual approach to resettlement delivery. However the South West Resettlement Strategy will extend what is currently being offered in other European countries in terms of its multi-agency span of influence.

The Strategy will use its approach with others within Europe to test the findings of this project and the planned “mini-projects” on Women offenders, 18-20 year olds and cognitive programmes on resettlement. It will explore different models for change to compare effectiveness in generating turning points in prisoner’s lives.

Crime is high on the agenda for Central and Regional Government and highly visible to the public and the media. The approach of this Strategy is designed to test needs based responses to resettlement alongside short cognitive programmes for this group of offenders.

It will establish and test an integrated partnership approach to delivery which once established should be self sufficient and managed within the resources of the partnership agencies.

Trans-national partners will also be integral to this work in testing these approaches in other Criminal Justice Systems across Europe.



## Delivery of Strategy

### Evidence based practice

The most effective work with offenders requires these three basic principles:

- ▶ **The Risk Principle** – the higher the risk of re-offending the more intensive and extended the supervision programme
- ▶ **The Need Principle** – programmes which target needs related to offending are more likely to be effective
- ▶ **The Responsivity Principle** – programmes that match provider and offenders learning styles and engage the active participation of offenders are more likely to be effective

The regional Resettlement Strategy will be grounded in the development of What Works, effective case management and give primacy to public protection and tackling the core basic needs of offenders.

### Voluntary Organisations

Voluntary organisations are crucial in ensuring the effective reintegration of prison leavers back into their communities. They will be important partners in the delivery of this strategy.

### Community Regeneration

Education, housing, employment and health have been a focal point of government strategies; to provide life enhancing opportunities and services to all. Thus, a Regional Resettlement Strategy needs to be recognised as something that contributes to community regeneration.

It is only by aligning all the key agencies and community partners that we will achieve safer communities and fewer victims. Crime and Disorder Partnerships are key conduits for this co-ordination and focus.

### Families

Families are an important part of offenders lives and should be integral to their resettlement. It is important that family ties are maintained, families should be involved in the training and learning plans for each individual entering the Criminal Justice System.

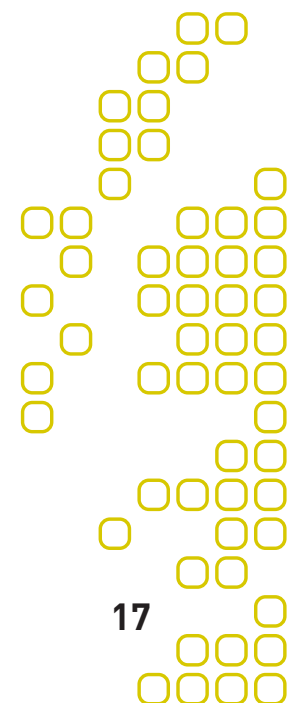
## Stakeholders

It is important to identify the role of the key regional stakeholders; each has a distinct input and service to deliver.

These organisations working in collaboration with each other will deliver successful and effective resettlement and reduce the cost of offending within the South West Region.

### Identified Stakeholders

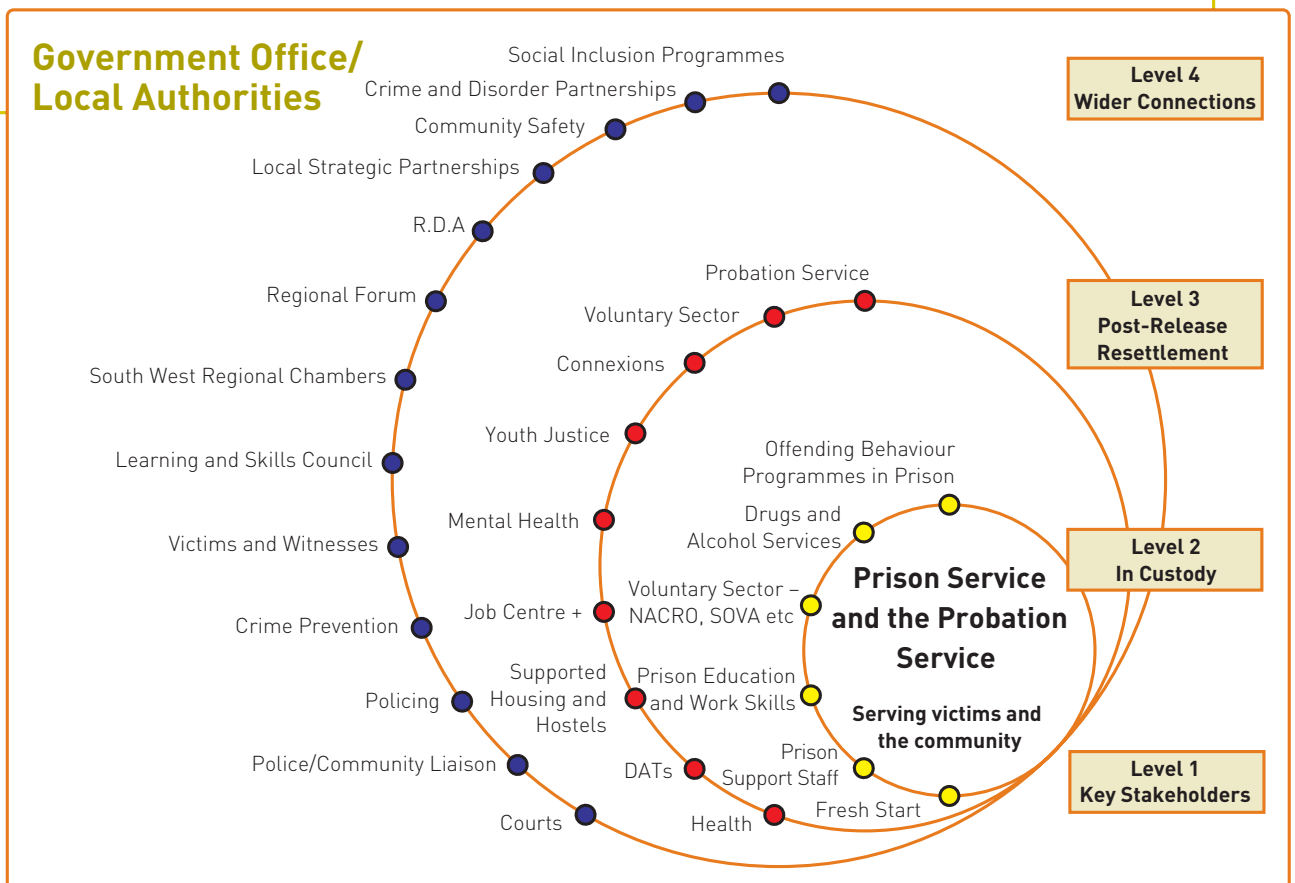
- Prison Service/South West Area Office
- National Probation Service
- South West Area Probation Boards
- Police/Community Liaison
- Government Office South West
- Public Health/Primary Health Care
- Crime Reduction and Disorder Partnerships
- Learning Skills Councils
- Regional Development Agency
- Job Centre Plus
- Mental Health
- Victims
- Drug Action Teams (DATs)/Treatment Providers
- ConneXions
- Youth Justice
- Supported Housing/Local Authorities/Regional Chambers
- Local Strategic Partnerships
- Community Voluntary Links



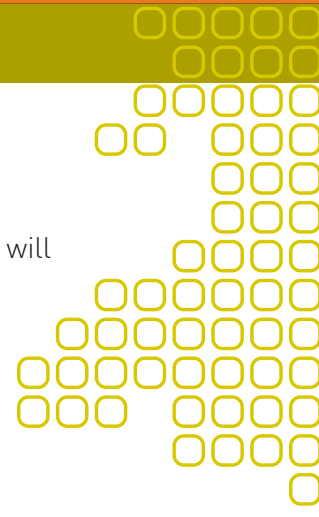
The following model identifies a series of concentric circles, which illustrate the relationships between the stakeholders. For illustrative purposes this is constructed using four levels:

- ▶ **Level 1: The Prison Service and National Probation Service** – the key stakeholders who both have statutory responsibilities
- ▶ **Level 2: In custody** – services where facilities are provided whilst the offender is in custody to assist in preparation for release
- ▶ **Level 3: Post-release resettlement** – services provided for offenders post-release to assist successful resettlement and re-integration into the community
- ▶ **Level 4: Wider connections** – the range of statutory bodies and wider community charged at local and regional level to deal with the full range of social issues and problems including dealing with crime-related matters

The Strategy will only be successful if co-ordination across these four areas is achieved.



\* Adapted from Yorkshire and Humberside Regional Resettlement Strategy



It is expected that the organisations and voluntary agencies represented on this diagram will identify their contribution during the four key stages which are:

## Delivery Stages

### Stage One: Pre Custody/Induction into Prison

- ▶ Assessment of offender risk, behaviour and need
- ▶ Intervention plan/recommendation to the Court
- ▶ Practical arrangements pre custody and on arrival at prison

### Stage Two: During custody

- ▶ Rehabilitation programme and management
- ▶ Assessment of Risk
- ▶ Health Assessment/Intervention
- ▶ Education/Learning and Skills
- ▶ Life skills/Family relationships
- ▶ Accommodation planning
- ▶ Financial Management Skills
- ▶ Special Needs
- ▶ Reintegration Action Plan

### Stage Three: Post Release

- ▶ Delivery of resettlement programme
- ▶ Support and mentoring

### Stage Four: Wider Connections

- ▶ Strategic Management and Planning
- ▶ Research and Evaluation



The Prison and Probation Services provide a comprehensive range of programmes, which will support resettlement to those prisoners serving 12 months or more. These include:

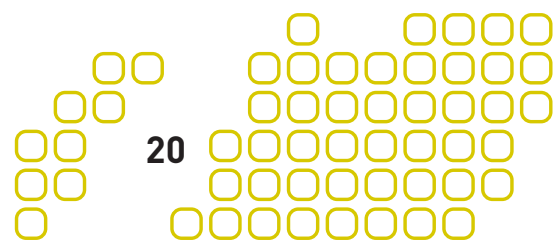
- ▶ **Offending Behaviour Programmes** – developed in conjunction with the Prison Service and accredited through the Joint Prison/Probation Accreditation Board
- ▶ **An Employment Programme** – developed jointly by the National Probation Directorate, Prison Service, Dept for Work and Pensions, Job Centre Plus and Prisons Learning and Skills Unit
- ▶ **Basic Skills Programme** – with targets for both the Probation Service and Prison Services
- ▶ **Prolific Offender Programmes** – where the Probation Service, Police, Prisons and Health are developing arrangements for intensive supervision of persistent offenders
- ▶ **Resettlement Pathfinders** – these arose from social exclusion and crime reduction interests and make links between unemployment, drug misuse, accommodation problems and reoffending. The targeting of resources towards those offenders most likely to cause harm in the community means that they can be given a focused service whilst the needs of community safety are met.
- ▶ **Public Protection** – All resettlement work is concerned with limiting the risk of harm to communities, victims and vulnerable groups. The assessment of risk and potential harm is thus a core element of any resettlement plan.

The development of Prolific Offender Programmes, Sex Offender Panels and Multi-Agency Public Protection Panels (MAPPPs) are targeted at public protection goals. The targeting of those offenders most likely to cause harm in the community means that they can be offered a focused service whilst the needs of community safety are met.

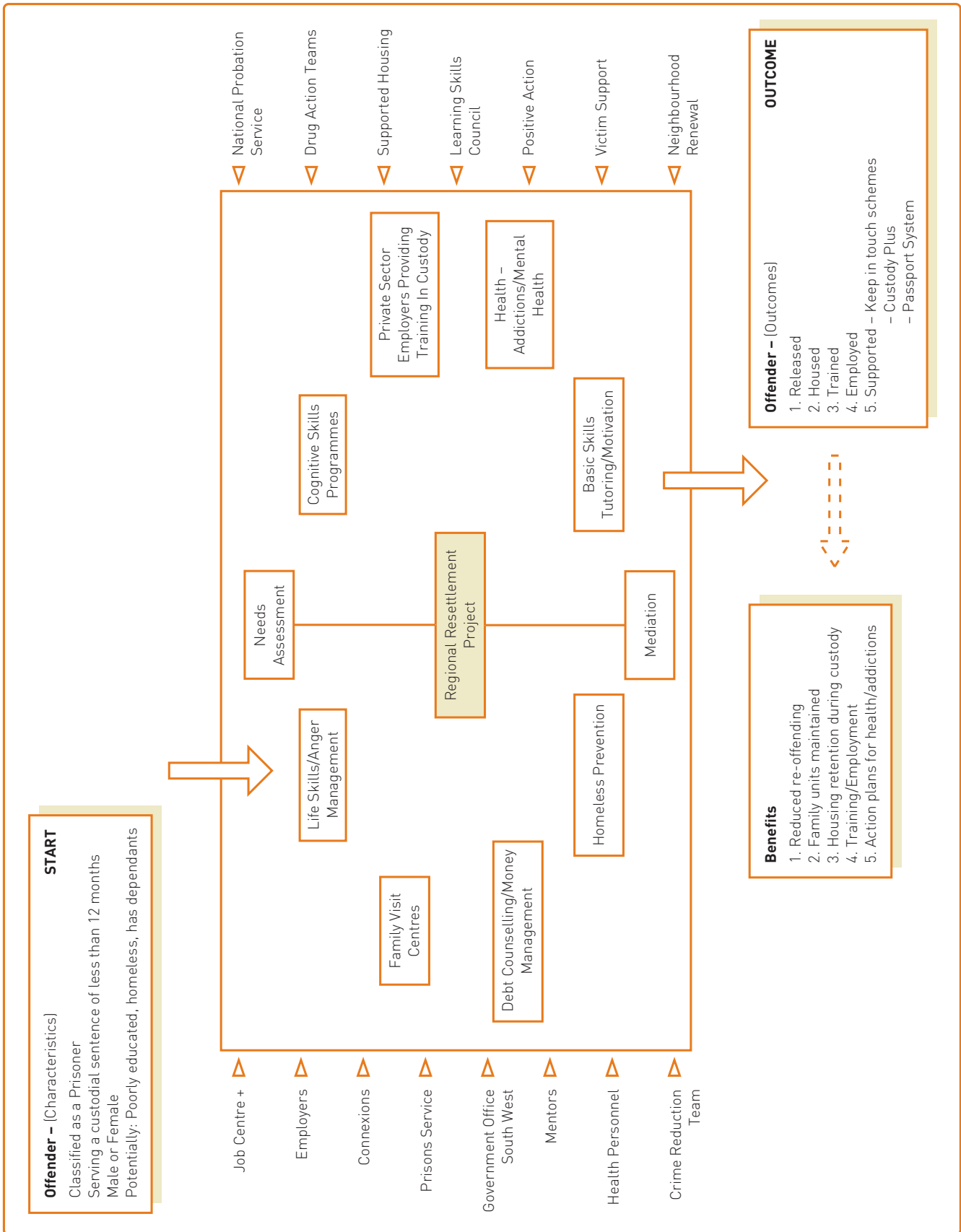
All Probation Areas in the South West have formed, in partnership with the Police, Multi-Agency Public Protection Panels to co-ordinate the assessment and management of dangerous offenders in the community.

## Equality of Access

Resettlement provision must be sensitive to all needs. Account must be taken of the diversity of the prison population and the consequential differences in resettlement needs. This includes the needs of: women, minority ethnic offenders, young prisoners, elderly, those with disabilities, remands, foreign nationals and the mentally ill. This list is illustrative not total exclusive. An impact assessment (Race Relations Act 2000) has been undertaken on this strategy.



# Regional Resettlement Strategic Pathways



## Strategic Pathway 1: Employment

To improve and enable offenders ability to enter employment, training or education and establish legitimate earning capacity and self-support.

STAGES AND COMPONENTS OF INTERVENTION	COMMITMENTS AND PROPOSALS
<p><b>Before Custody</b></p> <ol style="list-style-type: none"> <li>1 Analysis of need and assessment of employment history within pre-sentence report (PSR)</li> <li>2 Accurate and timely communication of status and needs to the receiving prison</li> <li>3 Employment skills and status identified at reception into prison and immediate action to maintain employment status where appropriate. Intervention Plan identified</li> </ol>	<ol style="list-style-type: none"> <li>1 OASys is currently being implemented in the SW Region. Offenders will be assessed and the information transferred to the prison</li> <li>2 Probation areas will ensure that there are timely processes to ensure the transfer of information</li> <li>3 Local Prisons in the SW will ensure that their reception processes are reviewed and amended to ensure the effective management of prisoners needs at reception</li> </ol>
<p><b>During Custody</b></p> <ol style="list-style-type: none"> <li>1 Prison regimes to be tailored to best prepare offenders for employment in the South West Region</li> <li>2 Prison workshop provision to be tailored to labour market need</li> <li>3 Establish vocational training for prisoners</li> <li>4 Prepare offenders to find and secure employment through provision of advice and support</li> <li>5 Effectively manage temporary release arrangements to improve employment opportunities</li> <li>6 Ensure all offenders have access to JSA interviews on release</li> <li>7 Improve interventions for the "hard to reach" group.</li> <li>8 Bring private business section employers 'Through the Prison Gate' to work with prisoners whilst they are in custody</li> <li>9 Develop a recruitment and placement unit in each SW prison</li> </ol>	<ol style="list-style-type: none"> <li>1 Vocational Skills training will be managed by the DfES Prisoners learning and Skills Unit from April 2003</li> <li>2 Prison Service Custody to Work strategy aims to ensure 4,148 prisoners released into employment, training or education in 2003/4</li> <li>3 Job Centre Plus initiatives; "Fresh Start and Progress to Work" operate in SW prisons and ensure that all prisoners have the opportunity to arrange a JSA interview prior to release</li> <li>4 Information, Advice and Guidance interventions to be established in prisons and community using Bristol and Channings Wood models. Learning Skills Councils</li> <li>5 Establish video link facilities for special needs and improved communication</li> <li>6 Establish links with diverse groups in the community to meet individual needs of prisoners</li> <li>7 Access to translation and language services</li> </ol>
<p><b>Post Custody</b></p> <ol style="list-style-type: none"> <li>1 Support and supervise offenders following release</li> <li>2 Maximise incentives to retain employment status through the provision of a help line and mediation service</li> <li>3 Transfer Personal Advisor Scheme to Adults</li> <li>4 Extend community provision for discharging prisoners through further development of partnerships</li> </ol>	<ol style="list-style-type: none"> <li>1 Regional framework with Job Centre Plus will be developed</li> <li>2 Regional framework with Learning Skills Councils and other Basic Skills providers will be developed</li> </ol>

### Research and Evaluation

- ▶ Key employment areas and labour market for the region
- ▶ Effectiveness in overcoming discrimination
- ▶ Effectiveness of employment interventions

### Key Partners

- ▶ Job Centre Plus
- ▶ Learning and Skills Councils
- ▶ Basic Skills providers
- ▶ Department of Education and skills
- ▶ Private Sector employers

## Strategic Pathway 2: Accommodation

To address offender housing needs in order to contribute to their rehabilitation and community integration on release.

STAGES AND COMPONENTS OF INTERVENTION	COMMITMENTS AND PROPOSALS
<p><b>Before Custody</b></p> <ol style="list-style-type: none"> <li>1 Establish offender accommodation status and needs within PSR/OASys</li> <li>2 Accurate and timely communication of accommodation status to the receiving prison</li> <li>3 Accommodation status identified on reception in prison and immediate intervention to maintain accommodation status or close to prevent debts accruing as appropriate</li> </ol>	<ol style="list-style-type: none"> <li>1 OASys is currently being implemented in the SW Region. Offenders will be assessed and the information transferred to the prison</li> <li>2 Areas will ensure that there are timely processes to ensure the transfer of information</li> <li>3 Local Prisons in the SW will ensure that their reception processes are reviewed and amended to ensure the effective management of prisoners needs at reception</li> </ol>
<p><b>During Custody</b></p> <ol style="list-style-type: none"> <li>1 Special accommodation needs identified early and linkage made to relevant agencies/service providers</li> <li>2 Engagement with landlords/housing associations to develop accommodation provision</li> <li>3 Develop information packs and helpline for prisoners families</li> <li>4 Prepare prisoners to retain/sustain tenancies through life skills programme</li> <li>5 Individual assessment of risk/need to match offender to available accommodation</li> <li>6 Collect data to inform Supporting People planning</li> <li>7 Engage community based support prior to release</li> <li>8 Attention to discharge grants provision, common system across SW</li> </ol>	<ol style="list-style-type: none"> <li>1 Utilise Bail Information Scheme fully for remand prisoners</li> <li>2 Develop Housing Support Officers in 5 local prisons SW region</li> <li>3 Prison Service to work to improve their links with housing providers</li> <li>4 Develop HMP Bristol Housing Scheme for deployment across the SW region</li> <li>5 Access to specialist services for prisoners with special needs</li> </ol>
<p><b>Post Custody</b></p> <ol style="list-style-type: none"> <li>1 Ensure mechanisms are in place to support release plan</li> <li>2 Practical Assistance through community links and support line in crisis situations</li> <li>3 Special accommodation through Approved Premises Scheme</li> <li>4 Special Accommodation provision monitored and managed to ensure safety and security of offenders and protection of the public</li> </ol>	<ol style="list-style-type: none"> <li>1 Develop supported accommodation provision through local Supporting People arrangements</li> <li>2 Use of Approved Premises provision for selected cases</li> <li>3 Development of accommodation facilities through development of partners</li> <li>4 Use of Prospects scheme for those offenders with drug addiction</li> </ol>

### Research and Evaluation

- ▶ Mapping existing provision and effectiveness
- ▶ Measuring success

### Key Partners

- ▶ Regional Assembly and local authorities
- ▶ NACRO, CARATS service providers, housing associations

## Strategic Pathway 3: Learning and Skills

To enable offenders to develop skills, learning and accreditation to apply to day to day living and to provide evidence to assist employment.

STAGES AND COMPONENTS OF INTERVENTION	COMMITMENTS AND PROPOSALS
<p><b>Before Custody</b></p> <ol style="list-style-type: none"> <li>1 All PSR offenders to be screened for Basic Skills needs</li> <li>2 Basic Skills assessments and previous learning records and attainments to be transferred to receiving prisons</li> <li>3 Engage Skills for Life SW Strategy Group, Co-ordination Group and Resource Team in developing provision.</li> <li>4 Use common assessment tools.</li> <li>5 Develop common "passport" system for offenders</li> </ol>	<ol style="list-style-type: none"> <li>1 Transfer of Basic Skills assessment to receiving prison in a timely manner</li> <li>2 Develop infrastructure to ensure equality of access</li> </ol>
<p><b>During Custody</b></p> <ol style="list-style-type: none"> <li>1 Learning plan developed for all prisoners within one week of reception</li> <li>2 Basic and key skills embedded in industries and workshops and other prison activities</li> <li>3 Life and social skills training offered as part of the core curriculum</li> <li>4 Basic Skills delivered to enable engagement with offending behaviour programmes</li> <li>5 Offenders released on temporary licence to attend external education and employment training provision</li> <li>6 English as a second language provision according to need</li> <li>7 Match learning programmes to skill/labour market need</li> </ol>	<ol style="list-style-type: none"> <li>1 Current Prison Learning Skills Unit funded basic skills provision</li> <li>2 'Through the Prison Gate' provision/programmes delivered by Learning Skills Council, Job Centre Plus, private employers</li> <li>3 Engagement with the Regional Development Agency.</li> <li>4 Development of passport for offenders</li> <li>5 Develop video link facilities for special needs and to address access and rurality issues</li> </ol>
<p><b>Post Custody</b></p> <ol style="list-style-type: none"> <li>1 Through the prison gate management to ensure basic and key skills attainments are completed</li> <li>2 Targeted "Hard to Help" special needs provision</li> <li>3 Rationalised targets for Prison, Probation and key partners</li> </ol>	<ol style="list-style-type: none"> <li>1 Commencement targets for Basic Skills attainment SW prisons</li> </ol>

### Research and Evaluation

- ▶ Strategic planning for attainment of joint targets
- ▶ Monitor effectiveness in reducing reoffending

### Key Partners

- ▶ Learning and Skills Councils
- ▶ Connexions
- ▶ Job Centre Plus
- ▶ SOVA
- ▶ CLINKS
- ▶ Private Sector Employers

## Strategic Pathway 4: Life Skills and Offending Behaviour

Development of effective problem solving abilities and pro-social strategies.

STAGES AND COMPONENTS OF INTERVENTION	COMMITMENTS AND PROPOSALS
<p><b>Before Custody</b></p> <ol style="list-style-type: none"> <li>1 Risk profile completed at PSR to inform programme selection for offenders</li> <li>2 Profile of PSR to inform programme provision in prisons</li> <li>3 Motivation of offenders to engage in activities throughout their sentence</li> </ol>	<ol style="list-style-type: none"> <li>1 OASys is currently being implemented in the SW Region. Offenders will be assessed and the information transferred to the prison</li> <li>2 Areas will ensure that there are timely processes to ensure the transfer of information</li> <li>3 Local prisons in the SW will ensure that their reception processes are reviewed and amended to ensure the effective management of prisoners needs at reception</li> </ol>
<p><b>During Custody</b></p> <ol style="list-style-type: none"> <li>1 Based on risk/needs profile develop programme provision in prison estate</li> <li>2 Develop interventions for short term prisoners</li> <li>3 Develop 'Through the Prison Gate' provision</li> <li>4 Use psychological services in prisons and probation to ensure effective delivery of interventions</li> <li>5 Needs of ethnic minority and women offenders to be considered in the design and delivery of programmes</li> <li>6 Ensure high risk/sex offenders have been offered/completed relevant intervention as part of the risk management process</li> <li>7 Deliver cognitive skills programme</li> </ol>	<ol style="list-style-type: none"> <li>1 Consider the development of a regional population management model to incorporate resettlement issues and offending behaviour programme provision</li> <li>2 Pilot programmes for women and ethnic minority offenders</li> <li>3 Pilot intervention programme for short-term prisoners</li> <li>4 Develop link programmes between cognitive skills programmes being delivered in custody and those being delivered in the community</li> <li>5 Pilot a range of 'Through the Prison Gate' programmes for under 12 month prisoners</li> </ol>
<p><b>Post Custody</b></p> <ol style="list-style-type: none"> <li>1 Deliver 'Through the Prison Gate' interventions</li> <li>2 Reinforce learning through support systems on release</li> </ol>	

### Research and Evaluation

- ▶ Undertake local research into new interventions to inform regional and national learning
- ▶ Monitor effectiveness in reducing re-offending

### Key Partners

- ▶ All partners in resettlement strategy

## Strategic Pathway 5: Family and Social Support

Enable offenders to maintain and develop relationships with family and community to provide support and encouragement for successful re-integration and rehabilitation.

STAGES AND COMPONENTS OF INTERVENTION	COMMITMENTS AND PROPOSALS
<p><b>Before Custody</b></p> <ol style="list-style-type: none"> <li>1 Families and significant others kept informed of developments</li> <li>2 Contact with families when offender receives custody</li> </ol>	<ol style="list-style-type: none"> <li>1 OASys is currently being implemented in the SW Region. Offenders will be assessed and the information transferred to the prison</li> <li>2 Areas will ensure that there are timely processes to ensure the transfer of information</li> <li>3 Local prisons in the SW will ensure that their reception processes are reviewed and amended to ensure the effective management of prisoners needs at reception</li> </ol>
<p><b>During Custody</b></p> <ol style="list-style-type: none"> <li>1 Develop family friendly visitors centres</li> <li>2 Visits available to all prisoners on reception</li> <li>3 Information pack given/sent to prisoners families</li> <li>4 Establish family support line in all local prisons in SW</li> <li>5 Information/advice available in all visits facilities</li> <li>6 Needs of ethnic minority groups recognised within visits arrangements and support systems</li> <li>7 Develop parenting/relationship skills courses in SW prisons</li> <li>8 Families included in action and release planning for prisoners</li> <li>9 Initiatives established to maintain family ties/partnerships</li> </ol>	<ol style="list-style-type: none"> <li>1 Partnerships established with family support groups</li> <li>2 Funding secured to develop family support lines and workers</li> <li>3 Develop visitors centres in each SW prison</li> <li>4 Develop video link facilities to address special needs, rurality issues and provide cost effective face to face contact</li> </ol>
<p><b>Post Custody</b></p> <ol style="list-style-type: none"> <li>1 Community support available for offenders without families</li> <li>2 Families informed and consulted about release arrangements</li> <li>3 Support systems established to support initial period of release</li> <li>4 Links with Community Agencies to support prisoners families</li> </ol>	

### Research and Evaluation

- ▶ Measure effectiveness of inclusive initiatives
- ▶ Effectiveness of catering for diverse needs
- ▶ Effectiveness of volunteers in family work

### Key Partners

- ▶ Social Services
- ▶ CLINKS
- ▶ PACT

## Strategic Pathway 6: Drug and Alcohol Misuse

Work with Offenders to enable them to address drug and alcohol addiction through a range of interventions and programmes.

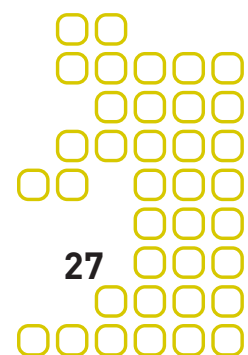
STAGES AND COMPONENTS OF INTERVENTION	COMMITMENTS AND PROPOSALS
<p><b>Before Custody</b></p> <ol style="list-style-type: none"> <li>1 Drug and alcohol history assessed at PSR stage and communicated to receiving prison</li> <li>2 Detoxification available to offenders at PSR stage where required/requested</li> <li>3 Link to health issues managed seamlessly</li> <li>4 Opportunity to enter voluntary testing drug free environment</li> <li>5 Arrest referral schemes available throughout region</li> <li>6 Assertive in reach services established in all local prisons</li> <li>7 Development of regional health plan to ensure integrated pathway and single referral points</li> </ol>	<ol style="list-style-type: none"> <li>1 Regional Management Group for Drugs to develop regional drugs strategy</li> <li>2 Development and monitoring of Drug Action Team Plans</li> <li>3 Prison participation in DATs</li> <li>4 Transfer of information to prisons in a timely manner from courts</li> </ol>
<p><b>During Custody</b></p> <ol style="list-style-type: none"> <li>1 Reduce availability of drugs and alcohol in prison</li> <li>2 Comprehensive screening on reception</li> <li>3 Development of Care Plan approach to service delivery across SW prisons</li> <li>4 Full range of detox services available in local prisons</li> <li>5 Provision of appropriate interventions, programmes, education and treatment for addicted offenders</li> <li>6 Develop and extend 'Through the Prison Gate' programmes to maximise support through "high risk" periods</li> <li>7 Establish peer mentoring schemes</li> </ol>	<ol style="list-style-type: none"> <li>1 Establish regional forum to assist the development of services</li> <li>2 Deliver services which meet the Models of Care standards</li> <li>3 Develop specialist accredited training for staff</li> <li>4 Develop 'Through the Prison Gate' programmes</li> <li>5 Provide access to wide range of services for special needs prisoners</li> </ol>
<p><b>Post Custody</b></p> <ol style="list-style-type: none"> <li>1 Ensure risk areas are managed on release</li> <li>2 Ensure appropriate referrals are made to external services prior to release</li> <li>3 Refer appropriate offenders to Prospects scheme</li> <li>4 Link with DATs to ensure integrated throughcare</li> </ol>	<ol style="list-style-type: none"> <li>1 Pilot of 3 approved premises in SW region, Exeter, Bristol and South Gloucester (women)</li> <li>2 DAT provision</li> </ol>

### Research and Evaluation

- ▶ Monitor effectiveness of interventions and programmes
- ▶ Matching of offenders to suitable interventions

### Key Partners

- ▶ DATs/NTA/DPAS/Regional Health/CARATS
- ▶ Community drug service providers
- ▶ Local authority



## Strategic Pathway 7: Offender Health

To meet the health needs of offenders during custody and post release.

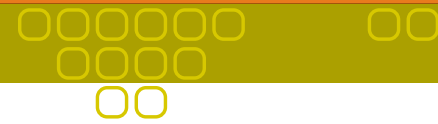
STAGES AND COMPONENTS OF INTERVENTION	COMMITMENTS AND PROPOSALS
<p><b>Before Custody</b></p> <ol style="list-style-type: none"> <li>1 Development of Health Plan to ensure integrated pathway and single referral points</li> <li>2 Assessment of offender health profile at PSR stage</li> <li>3 Establish current health care providers for offender</li> </ol>	<ol style="list-style-type: none"> <li>1 Undertake work with Regional Public Health in developing integrated health provision for this group</li> <li>2 Timely transfer of assessment undertaken at PSR stage to receiving prison</li> </ol>
<p><b>During Custody</b></p> <ol style="list-style-type: none"> <li>1 Comprehensive health screening on reception</li> <li>2 Assertive in reach services</li> <li>3 Mental Health provision through PCT/s etc</li> <li>4 Develop healthy lifestyles/health improvement programme during custody</li> </ol>	<ol style="list-style-type: none"> <li>1 Develop equal access to health care provision during custody in preparation for release through pilot projects established through Regional Health team</li> <li>2 Develop access to mental health services 'Through the Prison Gate'</li> </ol>
<p><b>Post Custody</b></p> <ol style="list-style-type: none"> <li>1 Establish links to external health provision</li> <li>2 Ensure appropriate referrals made to health services</li> </ol>	

### Research and Evaluation

- ▶ Effectiveness of pilot programmes
- ▶ Monitor impact on offenders rehabilitation

### Key Partners

- ▶ Public Health
- ▶ PCTs
- ▶ Mental Health Trusts

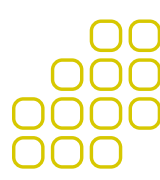


## Strategic Pathway 8: Finance

Improve offenders financial management and provide access to debt counselling to reduce need to commit acquisitive crime.



STAGES AND COMPONENTS OF INTERVENTION	COMMITMENTS AND PROPOSALS
<p><b>Before Custody</b></p> <ol style="list-style-type: none"> <li>1 Financial status established in PSR and communicated effectively to the receiving prison</li> <li>2 Reception/induction intervention to prevent rent arrears (see accommodation)</li> <li>3 Skill assessment and linkages to accommodation and employment established on or before reception into custody</li> </ol>	<ol style="list-style-type: none"> <li>1 Probation Areas will ensure that there are processes in place to ensure timely transfer of information</li> <li>2 Prisons will review their induction processes</li> </ol>
<p><b>During Custody</b></p> <ol style="list-style-type: none"> <li>1 Skills training available to all offenders with identified needs in basic skills, financial management, negotiation skills and problem solving</li> <li>2 Develop access to provide bank accounts and advice for offenders</li> <li>3 Integrate development of financial management skills into daily experience in prisons</li> </ol>	<ol style="list-style-type: none"> <li>1 Develop appropriate partnerships to deliver training and debt counselling in SW prisons.</li> <li>2 Review prisons opportunities for reinforcing learning through prison regimes</li> </ol>
<p><b>Post Custody</b></p> <ol style="list-style-type: none"> <li>1 Link to regional contracts/providers through supervision arrangements</li> </ol>	



### Research and Evaluation

- ▶ Levels of financial problems and skills among prisoners
- ▶ Effectiveness of skills programmes and interventions

### Key Partners

- ▶ Citizen's Advice Bureau

### Cross Cutting Issues

- ▶ Accommodation and employment
- ▶ Basic and key skills

## Strategic Pathway 9: Case Management

Ensure that information collected on an offender is communicated promptly and effectively to all partners involved in the rehabilitation and resettlement process.

STAGES AND COMPONENTS OF INTERVENTION	COMMITMENTS AND PROPOSALS
<p><b>Before Custody</b></p> <ol style="list-style-type: none"> <li>1 OASys assessment on all eligible offenders at PSR and communicated effectively to prison</li> <li>2 PSR and other information collected at court stage communicated to receiving prisons</li> </ol>	<ol style="list-style-type: none"> <li>1 Interventions through Personal Officer Scheme/Resettlement Units.</li> </ol>
<p><b>During Custody</b></p> <ol style="list-style-type: none"> <li>1 OASys assessment to drive the resettlement intervention</li> <li>2 Risk/needs profile to drive information to public protection panels</li> </ol>	<ol style="list-style-type: none"> <li>1 OASys assessment to be passed to receiving prisons</li> <li>2 Interagency training to be developed on the use of OASys</li> <li>3 SW protocol for the sharing of intelligence and security information to be developed to contribute to reintegration and public protection plans.</li> </ol>
<p><b>Post Custody</b></p> <ol style="list-style-type: none"> <li>1 Supervision plan drawn up from risk/needs work at custody stage</li> <li>2 'Through the Prison Gate' options developed from risk/needs profiling</li> </ol>	<ol style="list-style-type: none"> <li>1 Development of mentoring schemes</li> </ol>

### Research and Evaluation

- ▶ Impact of Going Straight contract on prisoner motivation
- ▶ Case record systems developed to assist data transfer

### Cross Cutting Issues

- ▶ Development of 'Through the Prison Gate' programmes from unified case management system

### Key Partners

- ▶ Public Health
- ▶ PCTs
- ▶ Mental Health Trusts
- ▶ All Partners to Strategy

## Conclusion

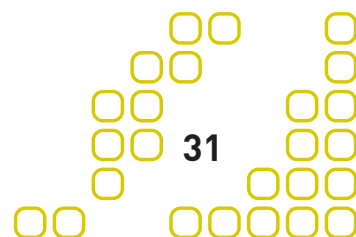
This strategy sets the direction for the South West Region, which aims to build a service which will reduce the level of re-offending.

Currently, those offenders who serve short prison sentences do not benefit from a co-ordinated systematic response to their resettlement needs. The Social Exclusion Unit Report "Reducing Re-Offending by Ex-Prisoners" leads the way: the development and delivery of a package of measures addressing the resettlement needs of the individual would successfully contribute to the reduction in re-offending, public protection and community regeneration.

There is a body of evidence, which shows that effective resettlement, the process of reintegrating offenders into the community, can reduce re-offending and cuts through the chronic persisting offending cycle.

The partners in the South West will work together to develop an effective resettlement pathway that builds on the strong partnership foundations, which already exist. We want to change the system and combine our resources to deliver effective crime reduction and community reintegration.

Together we can do it.



## Glossary

CARATS	Counselling, Assessment, Referral, Advice and Throughcare Services
CLINKS	Prison Community Links
CORRECTIONAL SERVICE	Prison and Probation Service
DATs	Drug Action teams
DfES	Department for Education and Skills
ETE	Education, Employment and Training
JSA	Job Seekers Allowance
KPI	Key Performance Indicator
KPTs	Key Performance Targets
MAPPPs	Multi Agency Public Protection Panels
NTA	National Treatment Agency for Drugs
NACRO	National Association for Care and Resettlement of Offenders
NFA	No fixed abode (homeless)
NPD	National Probation Directorate
OASys	Offender Assessment System
PACT	Prisons Advice and Care Trust
PCT	Primary Care Trust
PLSU	Prisons Learning Skills Unit
PSR	Pre Sentence Report
SW	South West
SOVA	Society of Voluntary Associates
SEU	Social Exclusion Unit



