



HM Prison &
Probation Service

Model for Operational Delivery: New Resettlement Prisons

Supporting effective delivery in the adult male prison estate

Version 1.8, April 2019

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Section 1: Background Information

1. 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, making it 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, 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 (MODs).

Each 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 could deliver and includes case study examples from across the estate. This MOD is designed as a toolkit for the New Resettlement Prison Directors to help them best design the regime, activity and support service provision to meet the needs of the men in their care.

The MODs do not seek to change, limit or remove the responsibilities of prisons under the legislative framework, consideration of the [Equality Act \(2010\)](#), the [Prison Act \(1952\)](#), the [Prison Rules \(1999\)](#) and the [YOI Rules \(2000\)](#) 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 also dependent on the development of the right culture.

A key part of PETP is to deliver new modern prisoner places through 6 new prisons. The new prisons will be Category C Resettlement Prisons, holding prisoners who receive shorter sentences, as well as those in the final stages of longer sentences. This will include those men convicted of sexual offences (MCOSO) who meet the Resettlement Prison criteria. By focusing the function and delivery within these new prisons on resettlement they will not only be places of safety, security and reform but will specialise in collaboration, by all service providers, to prepare prisoners for their release and reintegration into the community.

The physical design of the building facilitates collaboration and a regime that effectively rehabilitates prisoners through the concept of empowering prisoners to take control of their own reform and rehabilitation. Evidence and stakeholder consultation were at the heart of this process and has influenced both the physical design and how the prison could operate.

The physical design and potential operating model have been brought together in the New Resettlement Prison MOD, this MOD sets out how the new Resettlement Prisons could operate based on the nature of services that could be provided through analysis of the evidence about the needs of the population.

Our ambition is that that these new prisons become the standard bearers in the prison estate, creating the physical conditions enabling the right regime to achieve better outcomes for prisoners. The MOD will help achieve this by setting out what good looks like, supporting operators go beyond this to challenge prisoners to turn their lives around and make these new prisons our flagship places of safety and reform.

2. Statement of Purpose

What is a Model for Operational Delivery (MOD)?

The MOD is a tool to help prisons deliver their function. MODs have been developed to support the reconfiguration of the male prison estate into three main prison functions – Reception, Training and Resettlement – and to enable Directors to tailor and commission services according to that function and the cohorts of prisoner the prison will hold. We have also identified ‘specialist’ cohorts where consideration is needed of how best to meet their needs and manage them effectively. MODs have been developed for these cohorts of prisoner to enable a service which is appropriately tailored to the needs of each, at each stage of their journey through the prison estate.

MODs have been designed to reflect and support the core ambition of the Prison Safety and Reform Programme to raise standards, ensure equality, empower Directors and ensure prisons are places of safety. It has also been designed to support Her Majesty’s Prison and Probation Service’s (HMPPS) aim of being a world class operational delivery organisation.

The MODs sets out how a prison could, rather than must, operate. It is based on a comprehensive analysis of the evidence relating to the cohorts of prisoners each type of prison holds. A MOD does not overwrite Prison Service Orders (PSO) or Prison Service Instructions (PSI) or forthcoming Policy Frameworks.

A MOD should help operators understand the evidence base and ‘what good looks like’ for the cohorts of prisoners they hold. The New Resettlement Prison MOD comprises two distinct sections:

The first section is applicable to all prisons and sets out the approach taken to develop the MOD, detailing the key design features that have been used as the building blocks and underpinned the development of the MOD. These include:

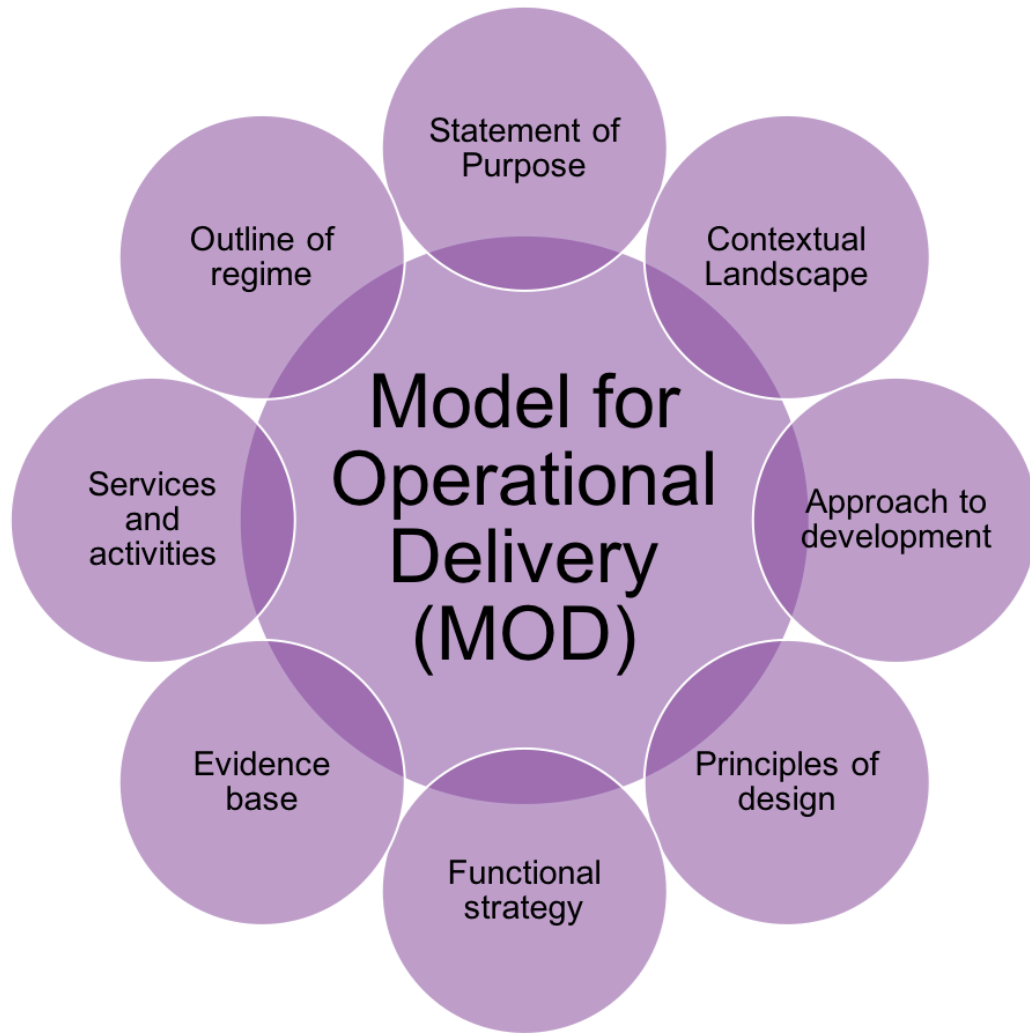
- The approach HM Prison and Probation Service (HMPPS) is using to organise the prison estate based on a cohort strategy, to determine and describe the function(s) of a prison through the lens of the population it holds. This identifies the right cohorts of prisoner for each prison, provides clarity for the prison and commissioner and facilitates the delivery of more effective services.
- A set of core **theoretical principles** shared by all prisons, which recognise that for any prison to achieve improved outcomes around rehabilitation the core building blocks of a safe, inclusive and decent environment must be in place.

- A set of **design principles** specific to the new Resettlement Prisons based on academic evidence relating to how buildings and the environment can become an enabler of change.
- The **evidence base** for the specific cohorts of prisoner. By understanding the risk and need profile of the population a prison holds, it enables the identification and articulation of the nature of services and activities that can best meet those needs.

The second section focuses on the detail relating specifically to the new Resettlement Prison. It begins with an overview that summarises all the sections that follow:

- The **ambition** for the new prisons
- The **cohort** they will hold
- The **evidence** about the cohort
- The **functional strategy** for the new prisons
- The key elements of the **physical design**
- The type and nature of the **regime and activities** envisaged
- The **key assumptions** of the prisoner services required.

The following is a visual representation of a MOD.



Who is the MOD for?

The MOD is designed for a variety of audiences and these considerations have informed the development of the structure and content of the MOD and how it should be used. It should help enable prisons to make effective, evidence-based choices at a local level. It is designed to inform potential operators' delivery models. It does this by:

- providing a clear, evidence based, model of delivery setting out what PETP want the new Resettlement Prison to achieve and how they could operate with a focus on quality and innovation; and
- bringing the physical design of the building to life. It will help key stakeholders understand what we are trying to achieve through the physical design, including how the prisons could operate differently because we have created the physical conditions for the prison staff and other service providers to achieve better outcomes.

Other service providers including probation, health or social care providers could also use the MOD to help them understand the ambition and aims of the new Resettlement Prisons and how they could collaborate with operators to deliver innovative services and ensure they adapt to the future estate changes.

How the MOD relates to other aspects of prison reform and wider legislation

The New Resettlement Prison MOD has been purposefully designed to reflect and align with the wider Prison Safety and Reform Programme. This is articulated below for the following key areas.

Offender Management in Custody Model

The Offender Management in Custody (OMiC) model is a vital part of making prisons safer. It reshapes the way in which individuals are managed and introduces key worker activity to assist and challenge prisoners to make the most effective use of their time in custody. It will support Directors' development of more rehabilitative cultures in their prisons to deliver supportive environments for both prisoners and staff.

HMPPS will recruit additional staff in both public sector and privately managed prisons to implement the OMiC model. More officers on the landings will create safer prisons and will allow everyone in a closed male prison to receive a core service of:

- basic screening;
- sentence co-ordination;
- a [key worker](#);
- access to appropriate interventions; and
- handover to the community responsible officer.

A specialised service will be provided for selected cohorts of offenders including those serving longer sentences and Care Leavers. A dedicated prison offender manager will be allocated to conduct a full assessment, manage the sentence and provide individualised supervision.

The new model changes the policy for long-term prisoners allocated to the National Probation Service (NPS). For them the community offender manager will not be assigned until the pre-release phase of the sentence and they will instead have all offender management provided by the prison offender manager.

The model requires a clear focus on quality of offender management delivery. In both public and privately managed prisons there will be a requirement for a manager with a probation qualification to oversee and lead this work. In public sector prison this role will be delivered by Senior Probation Officers who are deployed from the NPS and in privately managed prisons there will be a requirement for a manager with a probation qualification to undertake the work.

Directors will be provided with a framework of how the new OMiC model will operate. Within this model there will be a number of mandated 'red lines' such as ensuring delivery of 45 minutes' key worker activity for each prisoner. However, Directors will have freedoms available to them to ensure that they are able to design staffing structures and a grade mix of staff which best supports their individual establishment to develop a more rehabilitative culture.

Further information on how OMiC will work, what is happening, when and how it will affect specific prisons can be found in the competition data room. Lessons learnt from the pathfinder establishments will also be shared to ensure we can continually improve the implementation and delivery.

Transforming Security

The reconfiguration of the prison estate being delivered under PETP creates opportunities for positive change in security but also challenges us to make sure the more permissive environment and regimes are not subverted or undermined through serious criminality.

This changing landscape presents an opportunity to align our security strategy with our enhanced intelligence capability and ensure that decisions are led by a solid understanding of what is happening within the system to ensure our future resilience.

Whilst security remains an area that is difficult to quantify in data terms, finds of phones, drugs and the use of drones continues to rise within prisons suggesting that prisons are becoming less secure. Escapes from prison remain extremely rare, and levels have been consistently low in recent years.

The current model by which we assess the risk that offenders pose reflects our focus on preventing escapes and was not originally created to take account of the nature of modern criminality, and the ability to continue harming the community. We need an improved system that supports establishments to address this broader understanding of risk as well as continuing to prevent escapes. Our present tactics are not controlling this wider threat effectively, and this work will seek to understand why and address this.

The design and operation of the new Resettlement Prisons provide a unique opportunity to innovate in tackling the key emerging threat that are faced by prisons.

Health care services

NHS England is responsible for the commissioning of all health services (except for emergency care, ambulance services and out-of-hours services) for people in prisons in England. The range of services which are directly commissioned for prisons includes secondary care services (hospital care) and substance misuse services in addition to the continued commissioning of medical, mental health, dental and ophthalmic services.

The [National Partnership Agreement for Prison Healthcare in England 2018 – 2021](#) sets out the partnership agreement for prison healthcare between the Ministry of Justice, Her Majesty's Prison and Probation Service, Public Health England, the Department of Health & Social Care, and NHS England.

A partnership agreement has been in place to support the commissioning and delivery of healthcare in English prisons since the introduction of the Health and

Social Care Act (2012). The Prison Health Partnership (of NHS England, Public Health England and Her Majesty's Prison and Probation Service) has, for five years, driven improvements to the commissioning and delivery of healthcare in prisons in England.

This National Partnership Agreement sets out:

- The defined roles of the five partners
- Our commitment to working together and sharing accountability for delivery through our linked governance structures
- Our core objectives and our priorities for 2018-21, and a link to the work plans that provide the details of the activities to deliver our priorities
- How we are working together to improve our data and evidence so that we can better understand the health needs of people in custody and the quality of health and social care services delivered to people in prisons.

Our priorities are to:

- Continue to work collaboratively to improve practice to reduce incidents of self-harm and self-inflicted deaths in the adult secure estate, by strengthening multi-agency approaches to managing prisoners at serious risk of harm and further embedding shared learning.
- Continue work at all levels to reduce the impact of substance misuse (including from the use of psychoactive substances), to address the risks of misuse and resultant harms, and to ensure the right help is available at the right time.
- Work together to improve the mental health and wellbeing of our population, securing timely and appropriate assessment, treatment and transfers of care, and to focus appropriately on the mental health needs of those with protected characteristics.
- Support the continuing improvements to health and social care outcomes for older people and those with serious illnesses (prevention, diagnosis, treatment and palliative care) and end of life care, through the implementation of evidence-based best practice according to the specific needs of the population and the individual.

Health care is devolved in Wales and primary health services, (including mental health and clinical substance misuse services) in Welsh public sector prisons are commissioned by Local Health Boards and delivered by NHS Wales.

The [Service specification: Integrated mental health service for prisons in England](#), published in March 2018, may also be of interest.

Further general information on health care for prisoners can be found [here](#).

Digital

HMPPS has undertaken improvements to the use and capability of digital networks and tools within public sector prisons to support the rehabilitation of prisoners, developing their self-managing capability and personal responsibility. In developing the MOD, digital tools have been an important consideration as they are a key enabler of how services can be delivered differently.

Legislation and the Equality Act

The MODs (and the cohort strategy underpinning it) do not seek to change, limit or remove the responsibilities of prisons under the legislative framework, including the Prison Act 1952, [The Prison Rules \(1999\)](#) and the Young Offender Institution Rules 2000. The MODs have also been scrutinised and informed at every stage through equality analysis consistent with the responsibilities under the [Equality Act \(2010\)](#) and the three limbs of the Public Sector Equality Duty (PSED) defined within the Act.

Amongst other duties, prisons also need to comply with the [Human Rights Act \(1998\)](#) and give due consideration to human rights in the planning, management and delivery of their work.

The [Homelessness Reduction Act \(2017\)](#) places a duty on prisons to refer individuals at risk of homelessness to their local housing authorities.

The Equality Act (2010)

The Equality Act mandates that public authorities must, as part of the Public-Sector Equality Duty (PSED), in the exercise of their functions have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is unlawful under the EA 2010;
- Advance equality of opportunity between persons who share a protected characteristic and those who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

All prisons, regardless of their function, will need to ensure they have due regard to those with protected characteristics, potential disadvantages suffered by them and how these can be mitigated. This applies to both prisoners and staff.

To maintain an effective regime Directors will seek to promote equality of opportunity and outcomes through inclusion and address any issues that can lead to direct or indirect discrimination, taking proactive steps to prevent or address disproportionalities such as addressing challenges associated with staffing profiles that are not representative of the prisoner population. This must further include the pursuit of reasonable adjustments for people with a disability.

Any subsequently developed local operating models must embed equality from the start, to comply with legislation and aim to deliver equality of outcomes for rehabilitation in an inclusive regime. Prisons must consider each protected characteristic, although the volume of activities, services and adjustments will be proportional to the demand and need.

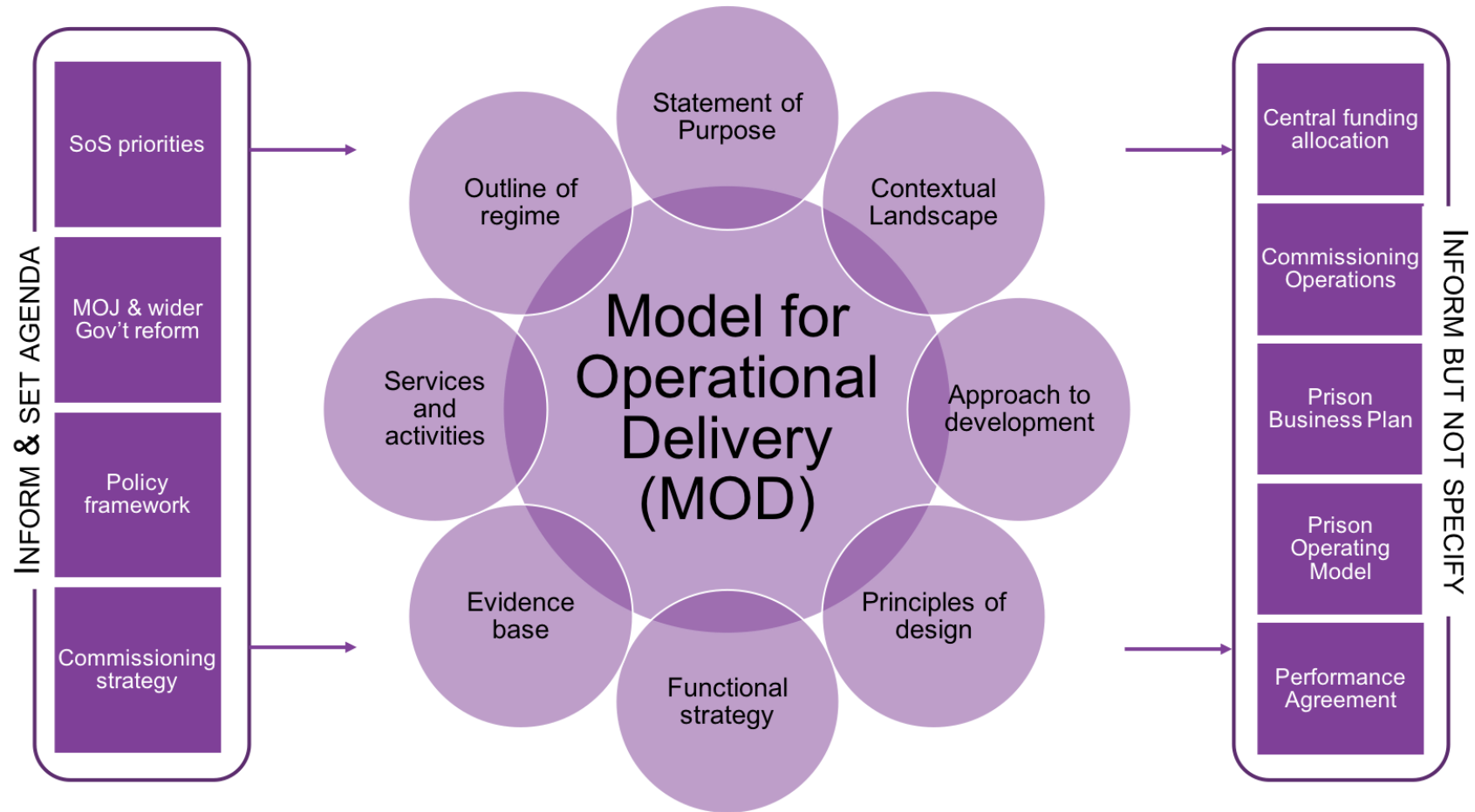
Prisons must also ensure they monitor and assess how their actions affect equality. Equality monitoring information needs to be collected within 72 hours of prisoners entering the establishment and recorded on Prison-NOMIS. Her Majesty's Prison Service should monitor and review equality impacts from time to time. All relevant forms of monitoring should furthermore consider equality and human rights to ensure that HMPPS can correctly monitor and evaluate treatment and outcomes for prisoners.

Prisons which, due to their location, cannot attract an ethnically diverse staffing profile yet have a significant Black and Minority Ethnic cohort must recognise and seek to counter the potential disadvantages for those prisoners, associated with this disparity. This principle would apply equally to other protected characteristics that the staffing profile fails to reflect.

The MODs and cohort strategy help ensure each prison understands the needs of the cohort(s) they hold, and how protected characteristics cut across the cohort definition.

3. Approach to design

How has the MOD been developed?



The aim in developing the MODs is to support prisons to provide an appropriately secure environment that treats prisoners safely and decently, protects the public and reduces reoffending by providing effective and appropriate Reception, Training, Resettlement and specialist facilities.

Four key design principles have been used as the building blocks which have underpinned the development of the MOD. These are:

1. The approach to organising the estate based on the cohort strategy. The cohort strategy identifies the specific cohorts of prisoner in each prison type in the transformed estate and uses this to determine the function of each prison. This provides clarity for the prison and commissioner and facilitates the delivery of more effective services.
2. The **theoretical principle** of rehabilitative culture shared by all prisons, which recognises that for any prison to achieve improved outcomes around rehabilitation the core building blocks of a safe and decent environment must be in place.
3. The **evidence base** for the specific cohorts of prisoner. By understanding the risk and need profile of the individuals a prison holds, it enables the identification and articulation of the nature of services and activities that can best meet those needs.
4. The **core processes and regime deliverables (where appropriate)** that change because of the reconfiguration of the prison estate and changes to the offender flows. Areas which will see the largest amount of change have been identified and, for the first time, redesigned to maximise efficiency and effectiveness and set out in process maps. Consideration has also been given to the outline of the regime for different types of offender.

Cohort strategy

The cohort strategy underpins the transformation of the estate by changing the way different cohorts of prisoners are grouped together, allocating these to specific prisons and determining the function of each establishment based on the cohorts of prisoner it holds. There are several defined cohorts that determine the allocation and flow of prisoners through the estate, broadly these are:

- Reception Prison cohort;
- Training Prison cohort;
- Resettlement Prison cohort;
- FNO Specialist Prison cohort;
- Young Adults; and
- Specialist health and care needs cohorts (Including men convicted of sexual offences).

The prison estate is being organised in this way to best meet the differing needs of these cohorts. By accommodating cohorts of prisoners that share characteristics around sentence, risk and need in these broad functional types of prison and risk category it enables us to design a system that is more efficient and effective in meeting their needs.

Each prison in the estate will have a primary function based on the predominant cohort they hold of Reception, Training or Resettlement with security category overlaid.

Some prisons will also have a secondary function. For example, a prison could have a primary function of Reception and a secondary function of Resettlement. Prisons with a secondary function will hold prisoners with similar needs wherever possible.

This way of organising the estate will provide clarity of purpose, enabling clearer accountability between the function each prison has, and the outcomes the Director is expected to achieve.

The cohort strategy has enabled the development of bespoke evidence packs for each prison type setting out the needs of each cohort and the nature of services that meet those needs within the financial envelope available.

Clarity on the cohorts within any prison, their needs and the services required to rehabilitate them should enable Directors to target resources more strategically and efficiently. The cohort model also enables the improvement of services in relation to protected characteristics.

Purpose of prisons on a page

Prisons on a Page (POAP) is a visual representation of the cohort strategy, prison functions and the estate configuration. It is **not** designed to be an exhaustive or complete set of requirements by either prison function or cohort definition but rather draws out those elements considered worthy of specific highlight.

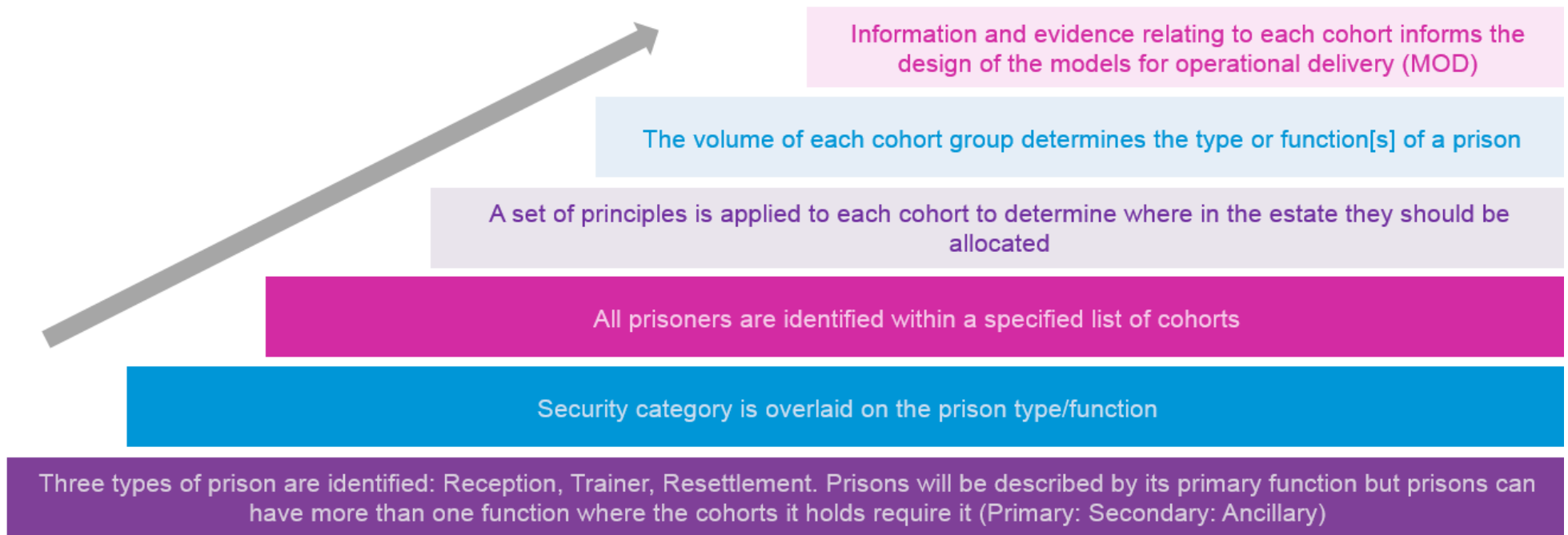
The POAP can be used by Directors as an 'at a glance' guide to understanding the prison estate, the people it serves and the regime it provides.

The cohort strategy upon which the prison estate is built enables us to determine and describes the function(s) of a prison through the lens of the population it holds. This flexible approach to constructing the prison estate and populations will enable us to respond to future changes in population or priorities.

The POAP can also be used to understand a prisoner's journey through the system.

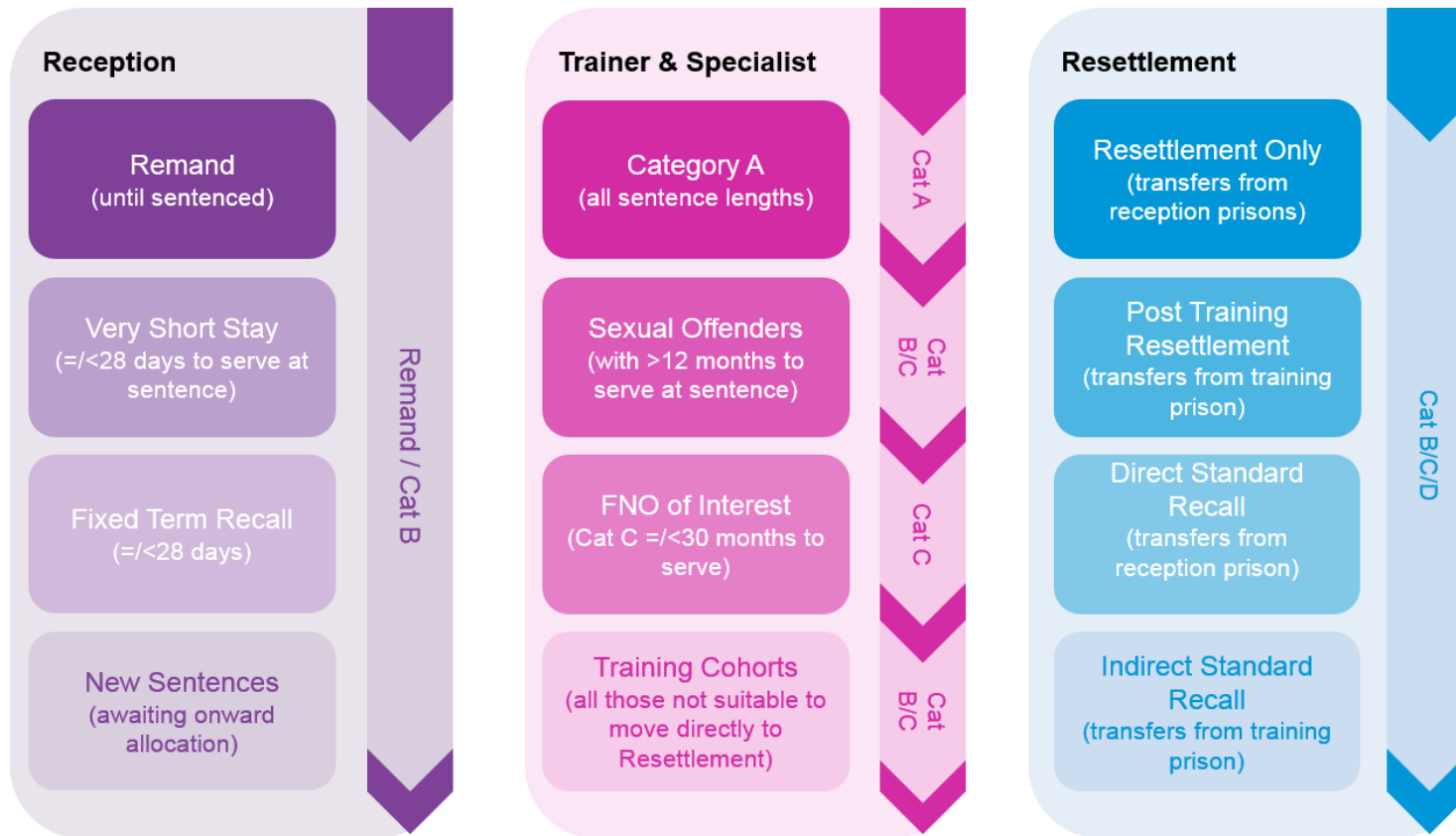
Building block approach

A building block approach to the prison estate and its population was taken as illustrated in the diagram below:



Prison Functions

Almost all prisons will have a maximum of two functions. Some, including the new Resettlement Prisons, will have a single function. Reception Prisons will also have a resettlement function.



Making prisons places of rehabilitation

Prisons need to be places where those in custody are safe and secure, where they are provided with opportunities for personal growth and are treated as individuals, where we encourage hope and the belief in the potential to change, along with developing the tools and skills they need to build a better future. None of this is easy but it is the right thing to do.

Everyone in prison has a role to play in creating the right culture for rehabilitation. It is important that each prison works to involve and engage everyone in a prison community so that they understand, and actively participate in, defining and developing the best culture you can.

The senior leaders in an establishment play a critical role in the culture. Their vision for the establishment, level of understanding of and support for a rehabilitative culture and the extent to which their behaviour supports the principles of a rehabilitative culture are key factors in how rehabilitative a culture is. As part of supporting a rehabilitative culture, leaders help to generate hope and encourage the engagement from others. The leadership and drive for implementing cultural change is then provided by the senior leaders, the wider staff group and those in our care

The first step towards having a rehabilitative prison is being safe and decent. This provides the headspace needed for people to be able to think about change. How we achieve this sends an important message about our culture. A strong rehabilitative culture then provides the setting for other structured offending behaviour work to happen and be effective before focussing on resettlement needs.

The culture should be supported by the consistent and fair use of authority. Staff interactions with prisoners need to be meaningful, consistent and constructive for them to make a difference. It is essential that staff have the right attitudes and skills to tackle criminal attitudes whilst using everyday interactions to coach self-management and self-motivation.

Rehabilitation means addressing the reasons why people commit crime; it involves helping people to think differently or behave differently so they can live a law-abiding life.

Successful rehabilitation involves a balance between control and flexibility. A [rehabilitative culture handbook](#) has been developed to assist Directors and staff at all levels within a prison to develop a culture that will help reduce violence, stress, suicide and self-harming behaviour and subsequently reoffending.



REHABILITATIVE PURPOSE

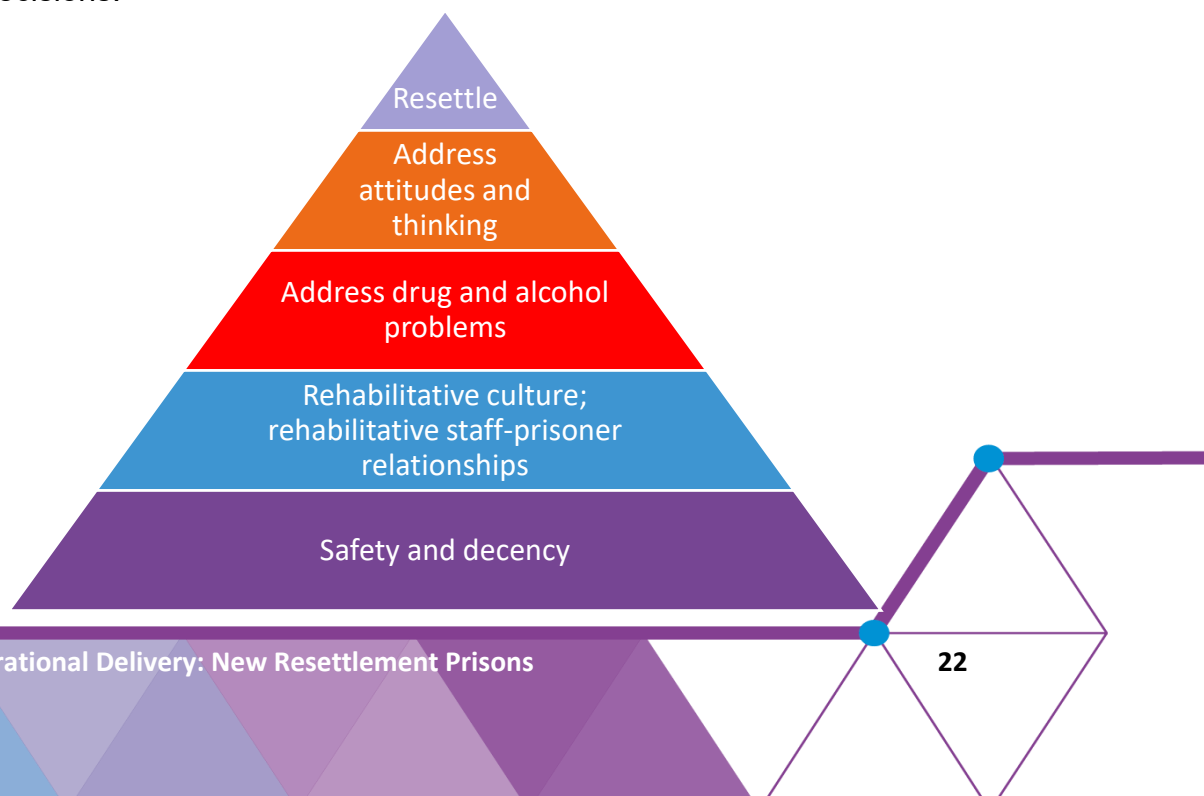
A shared understanding of the purpose of the prison so that rehabilitation is the default consideration in all interactions and decisions. The environment supports the purpose of the prison. Use strong visual images, posters, messages and careful language.

PROCEDURAL JUSTICE

A key element of safety and decency is procedural justice which helps individuals to feel that they are being treated fairly, equally and decently. There are four conditions which need to be met for someone to perceive they are being treated fairly:

1. **Respect.** Procedural justice requires that people are treated respectfully and courteously in the way they are dealt with by the authorities, to feel their dignity and human rights are respected.
2. **Neutrality.** People need to believe when decisions are made about them, the starting point is a position of neutrality, rather than the decision-maker having a bias.
3. **Voice.** People need to have a voice if they are to feel they are being treated fairly. They need to believe they have been given an opportunity to give their side of the story and that their concerns and experiences have been heard.
4. **Trust.** People need to trust that those in authority are sincere and authentic, that they are acting in everybody's best interests, and that what they say can be trusted.

Procedural Justice is closely linked to the concept of *legitimacy*. If people feel they are treated in a procedurally just way, they view those in authority as more legitimate, and therefore they are more likely to comply with the law and the authorities' decisions.



REHABILITATIVE PROCESSES

All routine processes are designed and carried out with rehabilitation as their main aim. These could include offender management conversations, assessment, care in custody and teamwork (ACCT) reviews, complaints, release on temporary licence (ROTL) boards, categorisation reviews, incentive and earned privileges (IEP) schemes and management of bullying or violence.

REHABILITATIVE ACTIVITIES

A prison offers a wide range of activities and interventions to meet the needs of the population with all activities mapped onto the major criminogenic needs. Provision matches their place in their journey and is targeted by risk and need. Involves understanding the prisoner journey, understanding the outcomes of each activity and using sentence planning to target activities to those who have the risk and needs that mean they will benefit from them.

CONDITIONS OF SUCCESS

- Keep an open channel of communication
- Be respectful always, no matter what
- Participate constructively



REHABILITATIVE LEADERSHIP

Leaders share the rehabilitative vision for the future, engage with the rehabilitative culture, and deliver their responsibilities with visibility and moral consistency. Think about leadership selection, coaching, dialogue and training.

REHABILITATIVE STAFF

All staff working in a prison have the confidence and skills to make every contact matter. Think about staff selection, staff training, bespoke Prison Officer Entry Level Training, Five Minute Intervention, and bespoke “jail craft” for non-operational staff, coaching, modelling, rewarding, use of first names, culture creators and culture champions.

REHABILITATIVE CULTURE CHAMPIONS

While everyone is responsible for the culture, culture champions are people who actively promote the attitudes, beliefs and behaviours associated with a rehabilitative culture in their day-to-day lives and can inspire this in others.

They also organise specific events and deliver specific actions to further develop the rehabilitative culture. The aim is to help people think in more hopeful ways and to build environments that are more hopeful, to help promote change.

STRATEGY OF CHOICES / SELF-DETERMINATION

The Strategy of Choices is a communication strategy that combines exercising authority with respect for someone's right to make their own decisions. Options and their consequences are made clear to individuals. Individuals choose which option to take and prisons legitimately follow through on the consequences of choices made. This approach should reduce resistance, promote engagement and encourage prisoners to take ownership and responsibility for the choices they make.

It supports the underlying principles of empowerment and accountability that are central to the White paper, the Offender Management in Custody (OMIC) model and our Models for Operational Delivery (MODs). This strategy demands that people make their own decisions without giving them permission to break the rules and do as they please.



Evidence Base

The Ministry of Justice and HMPPS are committed to using high quality and robust evidence to underpin decision making. Extensive analysis of the evidence available, alongside consultation and engagement with operational staff about what works, and what could be improved, has underpinned the approach to the design and development of the MODs. This ensures adherence to the Risk Need Responsivity (RNR) principle.

This MOD utilised comprehensive analysis of the latest available evidence to understand the needs of the cohorts of prisoners expected to be held in the New Resettlement Prisons. This includes consideration of those with protected characteristics. Part 2 of this MOD has a summary slide drawing out the key information.

By understanding the RNR profile of the individuals a prison holds, it enables the identification and articulation of the nature of services and activities that can best meet those needs. It also enables Directors to plan, design, and deliver an effective and efficient service that is tailored to address the needs of specific cohorts of prisoners. This extends to include specific considerations associated with diversity and will also inform and enable commissioning.

Section 2: Prison Specific Information

2. Overview

Ambition

All Resettlement Prisons play a fundamental part in our prison system, preparing an individual for release and resettlement into the community through building, maintaining or improving family and community ties and providing access to local community services.

However, the physical design of the new Resettlement Prisons, the cohort it holds and the infrastructure within means it can facilitate a regime that meets our ambition for these prisons to become the standard bearers of the resettlement estate and places of safety and social reform.

The proceeding sections set out the key evidence and nature of service that could be provided for the cohorts in Resettlement Prisons. They act as a framework that can be used by operators to develop their own operating models.

Cohort

The New Resettlement Prison will have a population made up of Category C resettlement cohort prisoners preparing for release: those serving shorter sentences who arrive directly from a Reception Prison (known as [NPS or CRC] Resettlement Only Cohort), and those serving longer sentences who have spent time in a Training Prison addressing their rehabilitative needs and are approaching release (known as Post Training Resettlement Cohort [PTR]). Every person transferring in to a Resettlement Prison will serve a minimum of 28 days there prior to their release.

- Resettlement Only Cohort – defined as those with ≥ 28 days to serve at the point of transfer from a Reception Prison and with: -
 - ≤ 16 months to serve and allocated to the Community Rehabilitation Companies (CRC)
 - ≤ 16 months to serve, Home Detention Curfew (HDC) eligible and allocated to the NPS
 - ≤ 12 months to serve, not HDC eligible and allocated to the NPS
- Post Training Resettlement Cohorts – defined as all those whom have completed the training portion of their sentence and who have reached their Resettlement period, defined as: -
 - ≥ 10 months for all CRC allocated cases
 - NPS allocated cases with either: -
 - Between ≤ 24 months and ≥ 14 months left to serve
 - or
 - Between ≤ 6 months and ≥ 4 months left to serve

The Resettlement Cohort will not be evenly split, the new Resettlement Prisons are expected to hold approximately:

- 60% Resettlement Only cohort
- 40% Post Training Resettlement cohort

The Resettlement Cohort will include Men Convicted of Sexual Offences (MCOSO). A key part of the cohort strategy underpinning the future reconfiguration of the estate is that MCOSO will be managed within specialist sites in the Training estate if they have 12 months or more to serve at the point of sentence (based on their assumed NPS allocation and ineligibility for HDC). Those with less than 12 months to serve, and those from the Specialist or Training estate once they reached their resettlement window, will move into the Resettlement estate.

The resettlement needs of MCOSO's are shared with other resettlement cohorts; by locating all resettlement cohorts together access to these services and therefore the positive outcomes is improved, and service delivery made more efficient. The move to a Resettlement Prison also offers an opportunity to draw a line under an individuals' offending behaviour as it is the point in sentence where their offence type and sentence length are no longer determining factor in their treatment within the system. By creating Resettlement Prisons which are 'offence neutral' a rehabilitative culture can be established.

The impact of these choices, combined with the flow assumptions aligned to OMiC, means that the New Resettlement Prison will have a relatively high proportion of MCOSO in its population: our current planning assumption is that the MCOSOs population will be the equivalent of approximately 2 house blocks in each of the new Resettlement Prisons (this does not assume that the MCOSO population would be housed separately from others within the new Resettlement Prisons).

Evidence

Evidence is at the heart of the design process. Understanding the needs of the prisoners who will be housed in the new prisons enables us to understand what works and articulate what good looks like in term of the nature of service that will best meet the needs of the cohort.

The evidence suggests these are some of our most challenging and hardest to reach prisoners. Shorter custodial sentences can break or remove any protective factors a person may have had in the community. This includes supportive and pro social relationships as well as practical factors such as stable accommodation. Prisoners, as a result, can be released into worse circumstances than when they arrived in custody. By concentrating these cohorts in the new prisons and focusing entirely on resettlement we will enable staff to facilitate prisoners in developing the skills and motivation they need to be successful on release and improve the circumstances into which they are released offering the best chance of reintegration into the community.

Functional Strategy

The functional strategy starts with a visual of the cohorts of prisoners in Resettlement Prisons and the Resettlement Prison POAP, summarising the overarching purpose, mission, aims and objectives that underpin and inform the design of services, activities and interventions which go into building the regime and core day.

Physical Design

This section includes a summary of the key physical design and operational elements of the new prisons. It covers how the design was developed and informed by international best practice, academic research, and design models used in other sectors. It has been developed in consultation with a wide range of internal and external stakeholders involved in prison research, running, working, or delivering services in prisons. The key elements of the physical design are highlighted, including how they support an effective and efficient regime and align to the underpinning principles of Prison Safety and Reform.

First and foremost, this will be a safe and secure prison. It is constructed to hold Category C prisoners and it will benefit from technological advances. As a prison with a focus on resettlement, it will have an important role in providing an environment that enables the reformation of prisoners through working with other service providers to prepare them for reintegration into the community.

One of the ways of doing this is to ensure the design enables an operator to adapt the surroundings to support how they want to manage the prison. The prison will contain flexible spaces that can be transformed to suit different purposes depending on need. A room that is a visitor's centre one day might be reconfigured to support a careers fair on another.

The physical design of the prison should not only help reduce the depth of imprisonment but also facilitate an effective, flexible regime that supports self-determination and empowers prisoners to take responsibility for their own activities and daily routine. It also facilitates collaboration with other service providers to enable the achievement of better health, educational, training and resettlement outcomes. One example of this is the integration of classrooms into the industries area. A key enabler of a regime that promotes self-determination is digital and the introduction of technology that enables prisoners to manage their own lives – e.g. being able to choose when to undertake independent learning or resettlement activities. The digital infrastructure will enable operators to introduce technology that supports this aim.

In developing the physical design and the MOD, a series of workshops to stress test the design of these prisons were undertaken to provide reassurance that it can provide the safe, effective and efficient management of the population.

Regime and Activities

The section sets out how a service or activity could be delivered, taking advantage of the digital, physical or practical enablers. It starts from induction and settlement into prison, accessing core services including health and social care, offender management and visits, to the things the prisoner will do while in the prison including work, education and developing life skills. Lastly it focuses on preparing for release including accessing Through the Gate (TTG) Services.

The regime and activities envisaged in the new Resettlement Prisons are underpinned by an ambition that it has:

- Resettlement is at the heart of the regime, including the concept of having resettlement days which incorporate a broader array of individually focused resettlement activity.
- Strong aspects of self-determination where prisoners are encouraged and supported to manage some elements of their lives, mirroring what they will need to do in the community.
- Collaboration with other service providers to ensure prisoners have the best opportunity to reintegrate into the community.

This section also focuses on the wider considerations that Resettlement Prisons will need to understand to meet the broader needs of the cohort. This goes beyond delivering a regime and activities and focuses on the areas of change in a reconfigured Resettlement Prison, including the need to think differently about how a prisoner entering a Resettlement Prison for the first time is settled into the environment, meeting their healthcare needs and other support services required, and how they are prepared to effectively resettle into the community.

The new Resettlement Prison Model for Operational Delivery assumes that the management of MCOSO will be as part of an integrated regime. Although not typical across the prison estate within England and Wales there are several examples of integrated regimes operating very successfully. Running an integrated regime is not without risk, but the new Resettlement Prison offers an opportunity to do things differently. It allows integration and the development of the necessary culture from the start, which could mean preparing men before they arrived and using Incentive and Earned Privileges (IEP) as a tool to promote prisoner engagement into the integrated regime. However, it will be for the operator to decide how best to manage the population.

A separate MOD for men convicted of sexual offences (MCOSO) has also been developed, it covers information relating to each stage of their journey through the prison estate covering each prison type, including Resettlement Prisons. Operators may also want to consider and reference this MOD as they develop their regime.

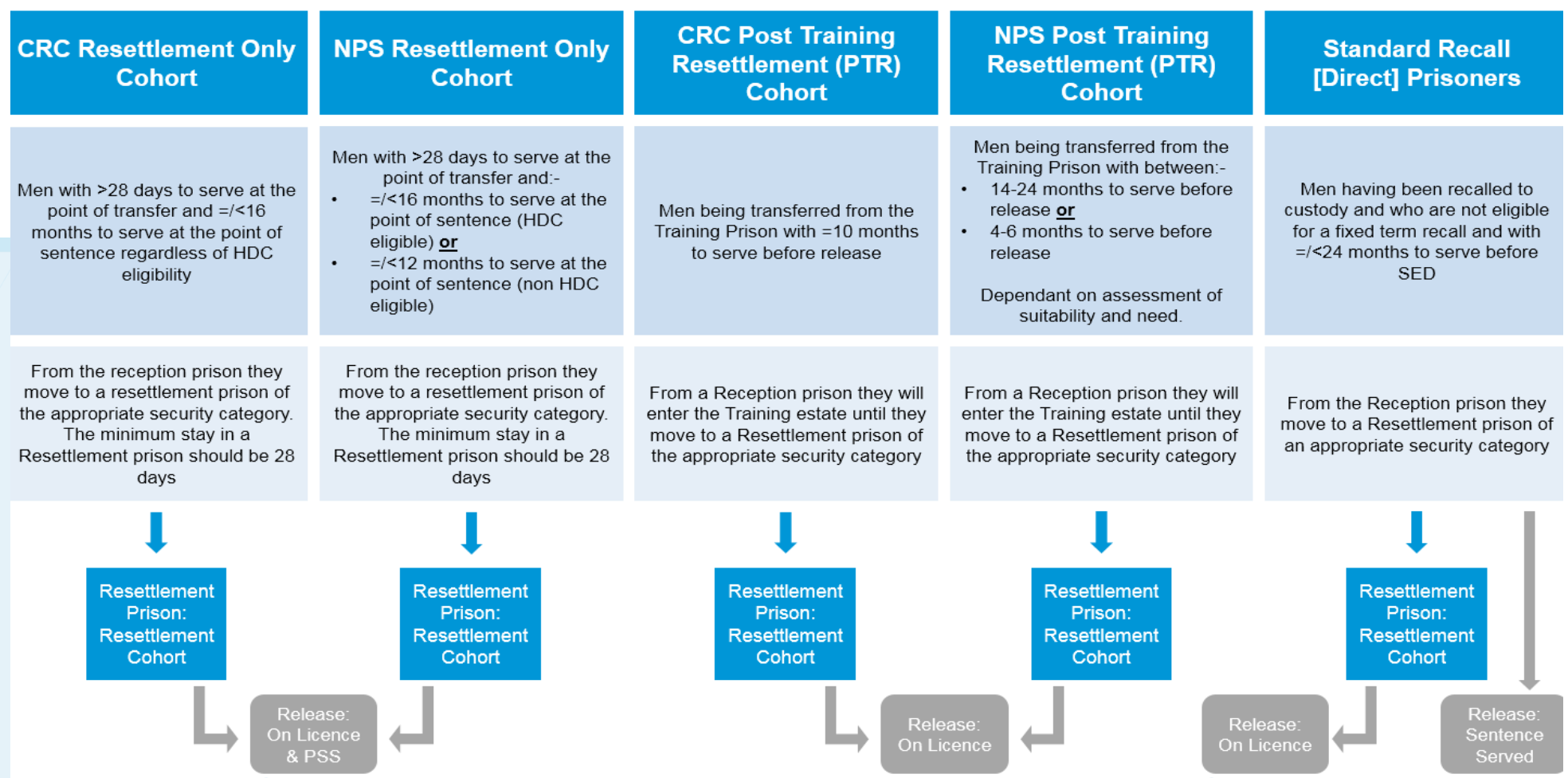
2. Functional Strategy

New Resettlement Prison POAP (Prison on a Page)

Resettlement Prison						
Mission	Our mission is to deliver a prison service which provides an appropriately secure environment, that treats prisoners safely and decently, protects the public and reduces reoffending by providing effective and appropriate rehabilitative and resettlement opportunities.					
Aims	To provide a secure environment	To accommodate prisoners safely and decently	Settle prisoners into the Prison Environment	To mitigate the negative impact of imprisonment	To provide a rehabilitative environment	To provide effective community links
Cohorts	Short Sentenced Resettlement Cohort		Post Trainer Resettlement Cohorts		Standard Recall Resettlement Cohort	
Objectives	To provide effective and community facing resettlement		To provide resettlement opportunities with a strong emphasis on long term positive change and enable individuals to translate personal change into circumstantial change		To build motivation and provide opportunities capable of sustaining long term change	
Services	Access to substance misuse services focused on maintenance, reduction and relapse prevention Access to quality resettlement services Access to quality TTG services Access to quality and timely HDC assessments and processes		Access to quality resettlement services Access to quality TTG services Access to quality and timely HDC assessments and processes where appropriate		Access to quality resettlement services Access to quality TTG services Access to legal services	
Activities	Access to activities appropriate to their likely length of stay Access to activities to increase settlement and promote positive engagement with the regime Access to activities that promote personal and social responsibility Access to activities that promote opportunities for prisoners and families to engage, retain and develop pro-social relationships Access to community based/linked activities		Access to activities that build on/continue the skills and knowledge previously acquired Access to activities that promote the development of a new pro social identity Access to activities that promote personal and social responsibility Access to activities that promote opportunities for prisoners and families to engage, retain and develop pro-social relationships Access to community based/linked activities		Access to activities to increase settlement and promote positive engagement with the regime Access to activities that promote the development of a new pro social identity Access to activities that promote personal and social responsibility Access to activities that promote opportunities for prisoners and families to engage, retain and develop pro-social relationships Access to community based/linked activities	
Interventions	Interventions such as Timewise to reduce custodial violence Interventions that build personal capabilities and life skills Interventions aimed at developing autonomy and self reliance		Interventions to embed learning from those previously completed in the training estate Interventions that build personal capabilities and life skills Interventions aimed at developing autonomy and self reliance		Interventions to increase compliance and motivation including any specifically designed for those who have been recalled to custody Interventions aimed at building motivation and preparation for change Interventions such as Timewise to reduce custodial violence	
Design Features	Facilities for everyday work, education and contact with CRC and NPS, community facing areas supporting links to family and support network, sophisticated entry and exit systems for high levels of ROTL, use of technology to enhance security and control e.g. biometrics for movement and zone control, effective signage, adapted facilities for those with disabilities and social care needs, space for spiritual practice (chaplaincy), in-room technology.					

Model for Operational Delivery: new Resettlement Prisons

Cohorts and flows in a New Resettlement Prison



Model for Operational Delivery: new Resettlement Prisons

Key Statistics

69% of adult men in the Resettlement Only cohort have an Offender Group Reoffending Score (OGRS) score of 50% or more. The most prevalent offence types are violence, followed by acquisitive offences.

35% of newly convicted prisoners serving less than 12 months have been convicted of an acquisitive offence.

41% of adult men sentenced to 4 years or more have an OGRS score of 50% or more. This group has a lower risk of general reconviction than the resettlement groups with shorter sentences.

5% of newly convicted prisoners serving less than 12 months have been convicted of a drugs offence.



Just over half of adult men have an OGRS score of 50% or more. The most prevalent offences type is acquisitive, followed by violent & drug offences.

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

In the period July 2016 to September 2016:

- 12% of adult men in prison were serving a sentence of 2 years or less
- 18-20-year-old men account for nearly 6% of the prison population. Within this group, 19% of young men were serving a sentence of 2 years or less.

Adult men serving shorter sentences are more likely to be reconvicted of any offence within 2 years of release. The profile for men for serious harm is less risky than their younger counterparts but they still pose a risk for violent reconviction.

3. Physical Design

The development of the new prison has been based on extensive academic research and stakeholder engagement, the cohort strategy, and the use of modern construction and technology. The overall layout can allow an innovative blend of activities and interactions to support the identified cohort of prisoners. Specific thought was given to how various groups (prisoners, staff, visitors and families) interact.

A principle guiding the size of the residential accommodation was that groups of people should live in smaller settings that would enable communities to be developed as well as support the other key considerations including access to natural light, reductions in noise and control. The key findings, drawn from the academic research and stakeholder engagement, that informed the design were:

- the importance of contact with family and society outside to support rehabilitation and re-integration into the community;
- a normalising environment that assists rehabilitation;
- allowing prisoners appropriate levels of autonomy assists rehabilitation – design architecture can encourage autonomy;
- the importance of clean, green, tidy spaces – to provide a calming atmosphere;
- flexible buildings that can be configured to provide for use for through-the-gate services and multi-agency working for rehabilitation;
- decent staff facilities are important for staff morale;
- conditions that support a progressive regime;
- zoning, keeping the people within the prison in appropriate size groups, sensible circulation to support safety and security;
- layouts that allow innovative blends of activities and interactions the meet the needs of the people that live within the prison with specific attention to how various groups interact;
- reduction of blind spots, dead ends and underused areas which would require additional staff to keep the prison safe; and
- technology to assist and support a rehabilitative regime.

These informed the site design that had a range of zones:

- residential zone with house-blocks grouped in [no more than] pairs;
- a central resource hub from which education, faith, the Offender Management Unit (OMU) and other prisoner services would predominantly operate, as well as wellbeing and healthcare, reception and visitors centre;
- an industrial area with workshops and kitchen with facilities management, stores and energy centre forming part of a prisoner free zone; and
- a prisoner free administration and management area.

The generic and site-specific designs are contained in the data room.

4. Regime and Activity

A good resettlement prison will have resettlement at the heart of the regime, enable self-determination and will involve collaboration with other service providers.

The minimum requirements include:

- access to time in the open air each day, if the weather permits and subject to the need to maintain good order and discipline;
- access to visits according to prison rules and IEP scheme;
- provision of education as described by prison rule 32;
- provision of access to PE each week for everyone 21 and over (additional duties in prison rule 29 apply to people under 21);
- access to faith services for everyone;
- working in partnership with health services to enable access to care equivalent with that which is available to the general population;
- work activity for prisoners will deliver, at a minimum, an activity period of at least 6.5 hours each working day (excluding Sundays or other recognised days of religious observance for religious prisoners), although final regime plans submitted by those who will operate the prisons will set out their plans for activity;
- prescribed requirements on timings between meals is met;
- the provision of digital services will enable in-cell activity, but that this is not a replacement for access to work and activities;
- access to weekly canteen; and
- access as required to social care services for those with eligible needs alongside maximising independent living and self-care for these men.

Resettlement at the heart of the regime

By specifically building into the regime dedicated time for resettlement activities it is possible to promote self-determination and personal responsibility. Further it ensures that meaningful resettlement activity is at the heart of the regime and is accessible to all.

To ensure the regime enables prisoners to focus on resettlement, we have developed the concept of a 'resettlement day' where prisoners can undertake a broader array of activity that will help them integrate into the community on release. Effective resettlement looks different for each individual and therefore how each person chooses to use their time is flexible and can be developed with support from their key worker. It enables the prisoners to develop the skills they need to meet the challenges around time management, appointment scheduling and accessing services that can support achievement of their resettlement and life goals. It encourages a holistic approach to their resettlement with association and self-care sitting alongside families and more traditional resettlement pathways of employment and accommodation.

In developing this MOD, we have assumed that all prisoners within the establishment will dedicate 20% of their working week to resettlement activities. This increases to 40% of their time once they enter the final 12 weeks prior to their release which can support more effective engagement with TTG provision. Both the design of the prison and the digital capabilities also provide the opportunity for men to undertake many of these activities in their free time, outside of the 'traditional working week'. This ensures accessibility for those who undertake roles on weekends or become unavailable for other reasons for periods of time, although there is no expectation that prisoners will work weekends or other days that causes conflict with their access to religious services.

Examples of the sorts of activity that could be undertaken during the resettlement activity time are listed below. The aim of this type of activity to make a direct contribution to a prisoner's rehabilitation, but to also contribute to their personal development. A housing application, for example, will directly support their return to the community. Accessing a library, will develop the ability to read, as well as pursue a leisure activity. Completing tasks such as arts and crafts support the development of life skills, for example patience. These all contribute to the reform and development of prisoners and to normalise their behaviours in prison, which prepares them for a return to the community. The following list is not intended to set out all potential activities, but to help develop understanding of the potential for activity to support resettlement within the prisons.

Self determination

Enabling self-determination through a regime where prisoners can self-manage many aspects of their lives in custody is important for achieving our rehabilitative aims. Directing and being involved in the management of their time, their sentence plan, rehabilitation and return to the community, rather than being reliant on others to support them through to release mirrors the expectations they will face in the community, on post release licence or post sentence supervision.

For this to occur, it is necessary for the prisoner to have the ability to self-manage an element of his weekly schedule to organise his resettlement activity, engage with services, health, visits, gym or other necessary appointments such as with their key worker. This may also include educational or work assignments that are completed away from the work place. Those staff that manage a prisoner will need to ensure that the prisoner understands the value of, and co-operates with, the principles of self-management.

The use of digital technology is a key enabler for this proposition. Digital technologies can also be used to ensure that security is proportionate to the individual and can facilitate a more progressive regime.

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

Collaboration with other service providers

A regime with resettlement at its core, which enables prisoners to plan certain aspects of the activities they undertake, will also help meet the third part of the ambition for the regime – one where the operator works in partnership and delivers collaboratively with other service providers.

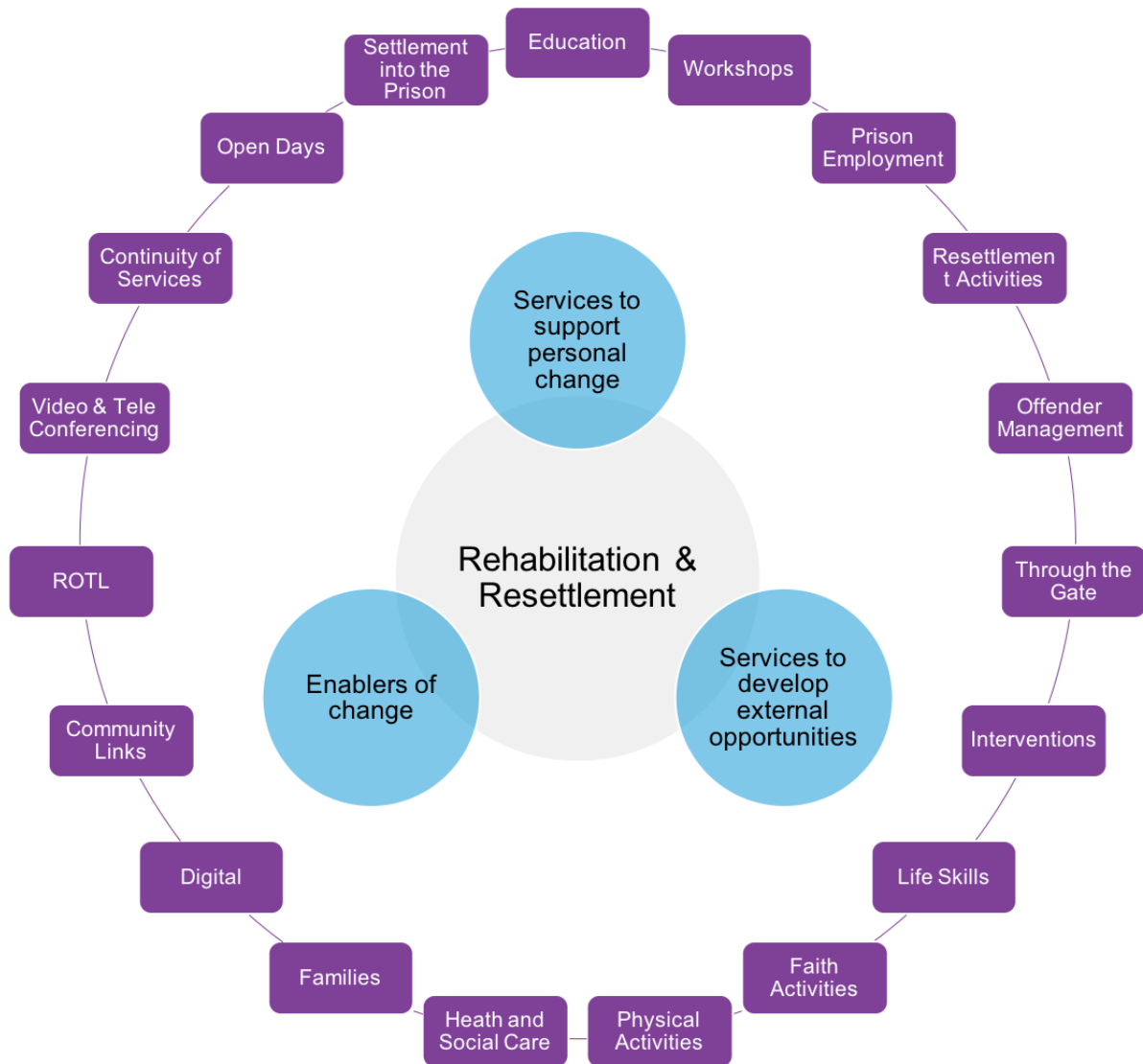
This ambition is supported by the flexibility of the physical design which enables activities to not be restricted to 'traditional' areas such as workshops or classrooms. Activities can and should take place either in-cell using technology, designated areas such as visits or the gym, or in designated interview areas. Some may take place in the communal areas of the residential units. Services and activity could and should be tailored and targeted as far as possible to ensure the prisoner can access those provided by other providers such as health, education and Community Rehabilitation Companies. The house block is a key area where key worker or Through the Gate activity could take place.

The physical design of the new Resettlement Prison also provides the opportunity to fully integrate service delivery and collaboration by enabling (through digital infrastructure) prisoners to be responsible for booking appointments and activities, which should also help reduce tension in terms of providers requiring access to prisoners.

The resettlement prison is also the place from where prisoners make connections with their offender manager in the community. Establishing a good relationship now will support their successful reintegration into the community. The key worker will be instrumental in making this connection and ensuring the community offender manager knows the progress and experiences of the man during his time in the Resettlement Prison.

Educational and Vocational Training	Health Engagement
Independent learning Homework Library access and reading Arts and Crafts CV Development	GP appointments and registration in the community Hospital appointments Dental appointments Engagement with addiction related support Medical pre-release meetings
Personal Social Development	OM and Key Worker
PE/Gym access Laundry – on wing self-completion Cell cleaning Visits Faith activities Interventions – including accredited programmes and other evidence informed interventions designed to reduce re-offending Constructive free time Prison radio/listening Independent living skills Video link activities Wing based community activities Property management – small items handed in and out Individual and group therapies Small (peer led) group learning Mentoring activity	Resettlement information, advice and guidance Careers advice Key Worker engagement Community Offender Manager (COM) engagement CRC engagement CRC courses and services Sentence Progression Plan Interviews Accommodation for release appointments Debt management activity Interventions HDC applications Resettlement tasks set by Prisoner Offender Manager (POM) or Key Worker Key Worker pre-meeting planning Contact with community OM Parole Board meetings Recall meeting discussions, including oral hearings
Transition to Release	Resettlement Activity
Job searches Employers fairs Benefit applications and advice Pre-release boards and meetings	Licence conditions discussions FNO activity related to end of sentence Meeting with other agencies – local authority, adult social care, leaving care teams Housing applications Specific provision for certain cohorts e.g. for victims of Domestic Violence (DV), sex workers, ex Armed Service Personnel

The key activities and services that make up the regime are illustrated below. Case studies have been developed that incorporate the key elements of the design of the building and the nature of the regime.



Settlement into the New Resettlement Prison

Supporting the Resettlement Cohort requires more than delivering a regime and activities. This is particularly important in the new Resettlement Prison and includes understanding the needs of different prisoners transferring to the prison from the Training and Reception estate. The following content provides more information to assist operators in understanding this.

Receiving Transfers

It is recognised that one of the greater causes of distress amongst prisoners are the periods related to significant change, and moving prisons, leaving an established routine and arriving somewhere with little knowledge of the prison, has the potential to cause raised levels of anxiety, distress and fear. The reception, first night and induction process is a key aspect of managing these issues and enabling the prisoner to quickly assimilate into the new surroundings and routines.

The physical design of the reception within the new Resettlement Prison has been designed to ensure it fully supports the arrival of people from other prisons and can be a point where access to biometric and digital services starts. It is envisaged that there could be prisoner mentors and listeners within the reception area to support the management of people as they join the prisons.

It is a statutory requirement for all prisoners arriving to be provided with information about the prison, in writing, and within 24 hours. Induction is expected to be limited to 2 days, although the development of the prison regime will allow this to be varied depending on the regime plans. The induction programme should underpin and support the persons introduction into the prison, along with support to help them start to plan and manage their rehabilitative journey, along with an understanding of how to schedule and work towards resettlement and their return to the community.

The physical design of the new Resettlement Prison will be different to the prison that they have left, and induction should seek to support them in understanding the principles for living in smaller communities, accessing gym, faith, key workers and services. The potential for digital in new Resettlement Prison may also create an additional level of anxiety, as it is entirely possible that they will have arrived from a prison without these facilities. One of the crucial areas to develop and deliver, as part of the induction process, is learning around using the digital services you decide to provide, and how to use them to support the prisoner's rehabilitative journey.

An operator of a new Resettlement Prison will also need to understand the differences between their cohort of prisoners (Reception or Trainer transfer) and their differing needs and requirements.

Receiving a prisoner from a Reception Prison

Shorter sentenced prisoners will transfer from a Reception Prison straight to a Resettlement Prison. It is important to note these prisoners may be new in custody with very little knowledge of the prison system, sentence planning and services that are in place. A local induction package provided by staff or peer supporters will help those prisoners to understand what is expected of them and equally what they can expect from their time in custody. Reception Prisoners transferring in are unlikely to have the opportunity to attend accredited courses or have previously attended education classes. What their offer is, should be made clear to them at the earliest opportunity and they should be afforded the time to ask questions and raise concerns, so they feel heard and supported. Some of these prisoners will have as little as 28 days to spend in the Resettlement Prison (although the maximum of 16 months will make the average much longer). The time they have left to serve should be pivotal in designing the plan and experience for the person.

Receiving a prisoner from a Training Prison

The new Resettlement Prison will also receive transfers in from Training Prisons and it is important that their transition is managed effectively, especially as some may have spent an extended time in custody. An induction into the prison is necessary for prisoners to understand they have not only changed prison but transitioned from one part of their sentence (where a firm structure is in place that focuses on programmes and interventions) to another (with a more flexible regime that encourages self-determination).

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

The ambition is that the key worker from the Training Prison will hand over to the receiving key worker prior to transfer to identify any ongoing needs. Communication between sites is the driving factor to ensure success and hinges on the ability for the receiving staff to wholly understand the prisoners needs, arrangements must be made at local level to manage this. For this to happen effectively a minimum requirement is for the sending establishment to ensure Prison-NOMIS, Offender Assessment System (OASys) and where necessary Delius case notes are up to date.

The cohort groups within the prison will also have differing development and sentence progression needs, and it is expected that the keyworker or prison offender manager will be fully engaged with helping determine which work or activity is best suited to the individual's time within the prison. This is especially important for people who spend a short time within the prison as this has the potential to impact on their work or activity allocation.

Offender Management Model (OMiC)

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

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

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

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

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

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

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

Healthcare

Within the Resettlement cohort there will be prisoners with physical health, mental health, substance misuse and social care needs. Some needs will be manageable through self-care, others will require time-limited or ongoing interventions, and more severe needs will require specialist intervention and, if indicated, referral to hospital care. Access to healthcare and multi-disciplinary working with safer custody services remain a priority, especially as there are many triggers to suicidal or self-harming behaviours including: physical or emotional pain, transfer to another prison, approaching release. Having many different support services, including peer led support, will help settle and stabilise the population and support health, wellbeing and rehabilitation outcomes. Specialist healthcare requirements may include palliative care at the end of life, and assessment / treatment of severe mental health problems. Continuity of care between establishments and on release is critical and is supported by NHS England IT systems, specifications and guidance, and needs to be facilitated by the prison regime.

Healthcare services are commissioned and provided based on evidence of population need and are required to be delivered in line with evidence-based guidance. HMPPS, public health bodies and health commissioners, alongside NHS contracted health service providers in prisons are committed to the achievement of both health and justice outcomes for the patients in our care.

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

The PTR cohort, who will generally remain for longer, have lower instances of self-harm, drug misuse and volatility in comparison to the Resettlement Only cohort. They will have completed rehabilitative activity earlier in their time in custody, which might include treatment for substance misuse.

The New Resettlement Prison will open as smoke free, which will support the general health and wellbeing of prisoners. Dispensing will take place on the wings. There will be no in-patient healthcare facilities. Accommodation includes accessible cells, safer cells, listener suites and cells suitable for constant watches. These are dispersed throughout the house-blocks and levels with full lift and disability access. This enables all people to fully integrate into the communities and prevents those with health or social care needs being segregated.

The New Resettlement Prison will need to have a provision for opiate substitution therapy maintenance as many of their prisoners will arrive directly from a Reception Prison and a proportion of these people will be on a prescription for substance misuse treatment. Current practices include holding men on a medical hold within the 'local' estate until they fully detox; reconfiguration will ease the pressure of 'bed blocking' at Reception Prisons and will instead transfer men following a stabilising period of at least 10 days to the Training or Resettlement estate depending on the length of their sentence.

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

Mobility, accessibility and location

Prisoners in this cohort may be less mobile, which in turn can limit accessibility to cells and regime. This could be due to the requirement for technical or specialist equipment, or simply that certain areas are difficult to reach. Large parts of the prison estate were not purpose built to accommodate those with mobility issues meaning some prisons lack ramps, prisoner lifts and cells or rooms with doors wide enough for wheelchairs. Further to this some prisons have been built over large sites, making movement to and from activities harder and longer for less mobile prisoners.

The [Equality Act \(2010\)](#) mandates by law that Directors must consider whether reasonable adjustments should be made to enable a prisoner with limited mobility to access activities, e.g. via a lift or ramp, and if that is not possible, alternative ways to provide them with an equal service. For example, if a prisoner was not able to access a library the Director could consider the use of a catalogue that the prisoner can search through and then have books delivered to them. If it is not possible to provide an equal service, Directors should consider transfer to a more appropriate establishment, as per [PSI 32/2011 Ensuring Equality](#).

Directors should promote physical mobility as a significant element of promoting health and wellbeing. The design accounts for needs such as movement around the site in a wheelchair. This includes through the provision of lifts and suitably sized doorways. Equipment brought into the prison for use and support of those with health and social care needs should account for the environment and space within which it would be used. To ensure full accessibility and then than making physical prison adaptations, Directors could consider:

- delivering an alternate regime for older prisoners, extending times allotted for “free-flow” or meal collection to promote physical mobility;
- using peer supporters to assist with pushing wheelchairs (further information on peer supporters are included in the [social care](#) section);
- delivering in-cell or wing based services;
- relocating activities (potentially to an [activity centre](#)) where absolutely necessary (though encouraging prisoners to be mobile should remain the preference); or
- a mixture of the above options as appropriate to the prison’s circumstances.

Additional changes that can be made to support the cohort with little effort, include the removal of mirrors and ensuring clear signposting which includes pictures and large lettering. These changes will help older prisoners better orientate and is especially useful to those suffering with dementia.

This is particularly important in helping older prisoners find bathroom facilities as incontinence issues can occur due to diminishing control of bodily functions. Further to this, those with dementia could forget where the bathroom is and other older prisoners may simply be unable to remove clothing due to a lack of mobility. Contrasting coloured walls (alongside signs) to highlight toilet facilities can help combat this, along with Directors providing easy to remove clothing or uniform incorporating elastic and Velcro. A checklist on this is available in the HMPPS-commissioned [good practice guide](#) written by Resettlement and Care of Older Offenders or Ex- Prisoners (RECOOP).

For those with hearing issues, there is the opportunity for staff to access sign language interpreters to directly communicate via Clarion UK using the helpline on 0330 400 5348. Prisons should also ensure that prisoners have access to a hearing needs assessment and any subsequent equipment that is recommended, including its maintenance. Hearing loops must also be provided by healthcare to enable prisoners to participate in 1:1 as well as group-based activities. The Royal Association for Deaf People (RAD) have developed a [Deaf Aware Prison Quality Mark](#) which includes training and practical adaptations for Deaf prisoners. Directors may wish to contact RAD for support and consider working towards achieving the quality mark. Testing of eyesight and glasses must also be provided by healthcare as appropriate, as sight is known to deteriorate with age.

Location

Mobility and the accessibility of services is particularly important when allocating prisoners to cells. Where physically possible, those with limited mobility should be located in a cell that would mean they would not be required to climb stairs regularly (often referred to as a “locate-flat” cell). However, older prisoners should still be encouraged to partake in regular age-appropriate activity.

There may be some circumstances, e.g. where a prisoner has very limited mobility or extensive social care needs, where it might be more appropriate to consider transfer to another establishment specifically equipped to meet their needs, on either a temporary or permanent basis. When considering this, distance for family and friends that visit should be borne in mind alongside their health needs. When such a move would mean placing a prisoner in a higher security category, this would have an impact on the regime experienced (including visits, activities and self-determination). Each prison therefore should make every attempt to support health and social care needs.

Where this is not possible, there are several prisons with embedded teams dedicated to meeting the needs of those with the highest care needs. For information on these, please liaise with your regional teams.

Some prisons have decided to set aside a unit for older prisoners, which prisoners can be allocated to on a voluntary basis. This allows older prisoners to create a collaborative, cooperative environment in a community away from younger prisoners, noise or louder music.

There is no clear evidence to demonstrate that either separation or integration of older prisoners in England and Wales is most effective. Anecdotally, there is a belief that older prisoners have a calming influence on younger prisoners. The case for optional separation is made on page 35 of the report, [Greying Behind Bars](#) by Victor Chu, published by the Howard League.

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 Directors 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 can have social visits; these are crucial to sustaining relationships with close relatives, partners and friends

The design of the entrance building, visitor facilities, visitors centre and visits hall has been focused on meeting the needs of visitors and providing an environment in which they feel comfortable or would want to visit. This has a focus on children of differing ages. Services include indoor and outdoor play areas and refreshment facilities. The modern municipal design reflects the architecture of community service buildings. The security has been designed to mirror airport style security, so it remains proportionate, effective and efficient.

Providing good quality visits in a relaxed environment is extremely important. Not only can it contribute to the well-being and attitude of prisoners, but it can help to build better relationships between families and facilitate discussions about parenting, childcare and living arrangements on release. This may have a positive impact on the welfare of the prisoner and their release from prison as well as their motivation to engage in resettlement activities therefore reducing risks such as self-harm, violence and depression which being released can evoke.

A balance of family days and social visits are key for prisoners preparing for release as it brings prisoners face-to-face with their responsibilities to their family in the community.

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. Themed days such as "Family Green Days" also provide prisoners with the opportunity to be involved and take responsibility for their children's health and their own lifestyle in preparation for release.

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.

However, operators can add to this time with additional family visits or longer sessions to encourage family relationships which are particularly important in Resettlement Prisons where the onus is on preparing for release and re-integration into the community. Operators can also allow additional time with family members who travel long distances at their discretion. Enabling longer sessions can have a positive effect on these relationships, even if the visits are less frequent.

As there will be fewer Resettlement Prisons, and the local estate is being reconfigured into the Reception and Training estate, maintaining closeness to home for most people in custody will more be difficult. Prisoners located at a distance from their family and significant others is likely to cause disruption to their regular visits and prevent them from forging strong links in the community. It is extremely important that, where possible, prisons mitigate this risk.

The physical environment also provides opportunities for different visits experiences. There are kitchenettes which could provide opportunities for families to cook and eat simple meals together and could form part of the IEP scheme. Visits can be themed to meet different group needs, for example homework clubs, young play sessions and adult only sessions all provide different experiences.

Digital capabilities also provide the opportunity for video call services over a secure network to accommodate family contact including through in cell telephone and reduced call tariffs. These services could also be used by probation and other professional bodies if a prisoner is held out of his home contract package area. This access will be particularly important for those whose families cannot visit.

Education

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. This has been acknowledged in the [MoJ Education and Employment Strategy 2018](#) announced by the Justice Secretary in May 2018. This strategy allows Directors more freedom to deliver a curriculum that is informed by the individual needs of prisoners, addresses basic skills deficits and encourages personal responsibility for learning.

Directors will be able to develop a personalised approach to education delivery in their prison, 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

All prisoners must be provided with the opportunity to engage with Education and should be encouraged to access the right level of provision to achieve improved educational attainment. To give prisoners a learning experience where they can take responsibility for their own progression and development, a breadth of courses and accreditations that caters for all levels is essential. Steps to prevent people repeating the same or similar courses without progression should be embedded in practice. Individual Learning Plans (ILPs) could be used in collaboration with sentence plans to record, identify and ensure a prisoner's learning and skills needs are prioritised and monitored. This should be made available to service providers to support progress and facilitate continuity of learning and development in the community.

It is assumed that the following activity will have been completed in the Reception Prison for all prisoners:

- **basic skills assessment;**
- **identification of special educational needs;** and
- within the New Resettlement Prison, the physical design and digital capabilities will provide the following:
 - adequate classroom space with appropriate facilities to enable and support academic learning including space for 'break out' group;
 - adequate classroom space attached to workshop space to enable and support vocational learning;
 - adequate learning space for outdoor vocational learning activities;
 - a library facility with flexible space to support learning activity including peer led and independent learning;
 - online library services offering a lending service and e-books;
 - flexible space available on wings suitable for peer led and independent learning;
 - in cell technology including hand held devices that support, e-learning and other distance learning; and
 - support for those with special educational needs.

The Resettlement Only cohort are shown to have high needs around basic skills. The PTR cohort will be assumed to have begun addressing these needs in the Training estate. As such the core academic offer should be weighted towards the Resettlement Only cohort and support the PTR cohort in continuing the educational progress from their sentence to date. The best outcomes for education attainment often occur outside of a traditional classroom environment and opportunities for learning should be embedded within other activities where available. More traditional classroom space can be used for coaching and mentoring approaches especially where teaching may be occurring in a more virtual environment.

The vocational offer should be integrated with the other activities that prisoners are engaged in. Access to short courses that provide passports to employment are key goals in translating educational attainment into meaningful employment in the community. Education provision can also offer additional wrap around services including libraries and prison radio. Preparing individuals for release through life skills courses that can also be linked to educational goals is a further way that education can be integrated into all aspects of the prison regime and support the overall aim of effective resettlement.

Personal and Social Development

Personal and Social Development (PSD) education is another consideration for the Resettlement Cohort and was outlined in [Dame Sally Coates review, Unlocking Prisoners Potential: A review of Education in Prisons \(6.21-6.23\)](#). CRC's, community providers and charities offer courses whilst in custody to teach prisoners the importance of core employability skills such as effective communication. Within these education classes are modules on problem solving and how to disclose a criminal conviction. The importance of these basic skills is undeniable for prisoners to understand body language and appropriate conversations with employers will support them in seeking employment either whilst in custody or upon release.

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

Virtual Campus (VC)

VC can assist with the delivery of education throughout a prisoner's sentence and on release thereby ensuring continuity of learning and progression. Prisoners will be able to access course resources and materials as well as their own work via VC removing the reliance on staff to liaise with other education providers and agencies on their behalf. A significant barrier that might jeopardise a prisoner's ability to continue with study on release is being able to align their assignments with release preparation, release itself and the academic year. The use of Release on Temporary License (ROTL) could enable existing learners to make links with their local colleges, universities and libraries to maintain their study, while motivating and encouraging others to enrol onto education courses while in prison. Where VC is available, regular access is encouraged.

Improving the digital infrastructure in prison will support and enable flexible learning across the estate, particularly for those who are utilising Open University (OU) and distance learning. In-cell technology will also support independent study and compliment traditional classroom-based learning. Digital proficiency is a key functional skill for prisoners in education, employment and in their personal life. The ICT provision in prison is therefore an important consideration for prisoners to use and improve their digital skills during their sentence.

Library

Traditionally, library services have been contracted out to local county councils, but some prisons have started to commission these services from other providers. 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 several different activities such a Book Club and Virtual Campus.

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 (such as audio books) should be considered to encourage and inspire individuals to take responsibility for their own development and improve their literacy. Although it is important to note this should be used in addition to literacy support and not as a replacement.

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 prisoner trained 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.

Workshops and Prison Employment

Workshops provide purposeful activity that can equip the population with the core employability skills required to gain employment on release. There is likely to be demand for a range of industries of varying complexity with prisoners allocated to an appropriate work place depending on their personal circumstances, progression and resettlement plans. However, the length of stay of the Resettlement Cohort allows operators to consider running workshops and/or academies with industry-standard qualifications that reflect labour market gaps and employer demand.

The PTR cohort are expected to have completed all elements of their treatment and making good progress on their learning pathway and objectives, allowing them to be deployed to key work areas to support the prisons operation. This cohort is likely to fulfil the majority of trusted or complex prison employment such as the kitchens, grounds maintenance and mentors. No prisoner shall be expected to work longer than 10 hours each day, and all work will meet the definition of work authorised by the Secretary of State. This cohort is likely to be the group who have greater access to ROTL although each case should be decided on its merits.

Within the new Resettlement Prison, the physical design and digital capabilities will provide the following:

- adequate classroom space attached to workshop space to enable and support vocational and work-based learning;
- adequate learning space for outdoor vocational learning activities;
- adequate and flexible space to support suitable prison industries;
- adequate access to the site to manage incoming and outgoing of goods to industry areas;
- adequate utilities and services to industry areas; and
- a broad range of work and activities that support the operation of the prison, e.g. catering, cleaning, orderlies etc.

Effective and meaningful opportunities to work in either prison roles or industries are enhanced when they are effectively integrated with opportunities for learning and qualifications that are portable into the employment market they will be returning to on release. There are many examples throughout the prison estate of prison-based activity being directly linked to work after release, for example barbering skills, bicycle maintenance, manufacturing of leather goods as well as moving into self-employment based on vocational skills that are developed while in custody.

Prison Work

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

Orderly and Information Advice and Guidance (IAG) positions are essential roles within prisons and many establishments rely on these prisoners to deliver parts of the induction process, work with prison staff to provide a service (e.g. Library and PE orderlies) and provide information, advice and guidance across a broad range of subjects. Orderly roles are generally the most trusted positions and tend to be filled by prisoners who have been in custody for at least a few months and have had the opportunity to demonstrate compliance, willingness to engage and the ability to undertake the role with enthusiasm. It is therefore envisaged that these would be filled by prisoners serving longer sentences, having transferred in to the Resettlement Prison as part of the Post Training Resettlement Cohort.

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



Life Skills

Life skills is a term to capture a broad range of skills and knowledge that enables individuals to live independent, fulfilled and problem free lives in the community. The relevance of life skills will be dependent on personal experiences, circumstances, culture, beliefs, age, geographic location and support networks. By supporting the development of life skills, relationships can be supported and transition back to the community can be eased. Life skills can include:

- effective problem-solving skills;
- managing emotions and dealing with conflict;
- effective budgeting;
- cooking and domestic skills;
- time management;
- tackling boredom; or
- communication skills.

Life skills can be delivered as part of organised service delivery, for example structured learning within the education system, as part of the workplace, from learning through relevant interventions, or as part of the wider engagement with staff, partners, families and visitors. However, development of these life skills isn't specific to one provider and will be developed through aspects of the regime. Staff across all areas can promote the integration of learning into life skills and support prisoners in translating the prison experience into relevance for the community transition. Helping prisoners learn new skills increases their understanding of the world around them (and us) and equips them with the tools they need to live a more productive and fulfilling life, finding ways to cope with the challenges that life, inevitably, throws at them; leading to less re-offending.

Life skills are not always taught directly but often learned indirectly through experience and practice, watching others and copying them. Every interaction with a prisoner should be viewed as an opportunity to develop these life skills. The five-minute intervention is an example of tools that can support staff in achieving this. The approach of staff is important in achieving this and skills around motivational interviewing, pro-social modelling and other approaches consistent with the creation of a Rehabilitative Culture are key. It would be expected that the development of life skills would be a feature of the sentence plan, progression plan, or resettlement plan.

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

Those coming from the training estate may have had opportunity to engage in some formal learning of life skills particularly those relating to personal capacity and change. Those coming direct from a Reception Prison will have had little or no considered input into life skill development or direct support from a service provider or prison key worker. This is the same for more practical elements of life skills linked to functioning effectively in the community. These differing stages of development will mean that the new Resettlement Prison is an important place to offer both the broad range of opportunities and to cater for every stage of development from novice to expert.

The delivery of services within the new Resettlement Prison, will require a demonstration of how life skills will be developed within the prisoner cohort as part of the structured service delivery as well as through the development of the prison community.

Physical Education (PE) and Activity

A healthy prison has physical activity at its core as it provides an array of benefits. It contributes to the physical health and wellbeing needs of prisoners and helps develop life skills, but can also contribute to the safety, order and control of prisoners.

The new Resettlement Prison will have the capability to deliver both statutory and recreational physical activity as detailed in the current [PSI 58/2011](#). The PE service is a mandatory element of all prisons and programmes must comply with the PE specification, while meeting the needs of a diverse prison population and supports any remedial health activity. Physical education and activity should be supervised by qualified prison staff and will be delivered in line with an approved PE programme.

The New Build Prison has an optional cardio suite on every landing for daily use. There are also external Multi Use Games Area (MUGA) pitch for small team sports. There is also a central sports hall. There are other group spaces where classes such as yoga could take place. This can help with meeting the different needs within the population.

Provision should recognise that the differing cohorts are likely to have differing physical health needs and experiences, and should seek to improve the lifestyles of prisoners, irrespective of their physical capability. The PTR cohort should have had access (while serving their sentence in the Training estate) to a range of PE, life and service delivery that will have helped them to understand and participate with healthy life style choices. Those within the Resettlement Only cohort are more likely to have a requirement for remedial PE support as well as an introduction to healthy life style choices. The ability to meet these needs will be supported by cardiovascular activities within their residential units as well as access to sports facilities elsewhere within the site. The provision of a digital service will support the scheduling and access to physical activity and scheduled access to activities.

PE activities can support healthy lifestyle initiatives and reduce institutional stress by:

- providing opportunities for participation encouraging personal development and social inclusion;
- introduce individuals to new activities and promote a healthy lifestyle through participation;
- enable individuals to increase self-esteem by achieving personal performance and achievement awards;
- supporting healthy living i.e. exercise and diet and nutrition;
- include exercise referrals programmes and rehabilitative treatments; or
- ensure access for all and encourage participation in sport when released from custody.

The PE programme can also take a structured approach to support prisoners in tackling their offending behaviour regarding substance misuse. PE has a significant role to play in improving prisoners' self-esteem and increasing their motivation towards reducing further offending. As part of the establishment's drug strategy, all PE departments should be aware of "*Tackling Drugs through Physical Education*" – a framework for interventions with substance misuse through PE.

In addition, PE can include structured activities to support the establishments' drug and alcohol intervention programmes to help prisoners change their behaviour to drug and alcohol misuse and link with the establishment's drug strategy (including detoxification or rehabilitation programmes).

Those that deliver PE must meet the following requirements of having skills, knowledge and expertise to plan and deliver and evaluate a PE programme. The Health & Safety Executive (HSE) highlights four means of demonstrating competence: to hold a relevant qualification, to hold an equivalent qualification, to have received appropriate in-house training, and to be competent through experience.

Faith Activities

Faith and Pastoral care for prisoners is set out in both statute, regulations and policy, including the [PSI 05/2016 Faith and Pastoral Care for Prisoners](#), which provides substantive advice and guidance on how these services should be provided.

For most prisoners, their religion and its practice provide a positive framework to navigate both the prison system and their journey towards desistance and law-abiding lives. Support on release from faith communities can also be instrumental in helping with the transition to life outside prison. The provision of faith services will also underpin and support the operational landscape of the prison through support for people on arrival, religious festivals and faith services and where pastoral care supports individuals and their rehabilitative journey.

Provision must be made to enable all prisoners who choose to do so to attend the main religious observance of the week for the faith in which they are registered. Recognised religious festivals, including associated worship, must be marked and observed. Details of these religious festivals are published annually by Chaplaincy HQ within HMPPS.

Chapels and Multi-Faith rooms are often large, comforting areas where prisoners can feel safe. In addition to the mandatory offer that is available to prisoners, Chaplaincy departments usually deliver several other interventions with the aim of improving the emotional well-being of those in custody.

Chaplaincy teams can facilitate a wide range of activities. The Alpha course is an evangelistic course which seeks to introduce the basics of the Christian faith through a series of talks and discussions. A further example is the Tarbiyah programme of self-development for those that practice the Muslim faith. Bereavement counselling is also being delivered; many of the prisoners have suffered loss and have never had the opportunity to talk about how it has affected them. Both courses can be delivered as short-duration interventions to prepare prisoners for release.

New prisons, holding a large cohort of resettlement prisoners will want to establish strong local links between prison and community-based Chaplains. Every prisoner should therefore have access to a member of the Chaplaincy team before discharge, and where the discharge is formal, and a multi-disciplinary board is convened, the Chaplain should be included in the membership. Community based Chaplains visit prisoners as part of a pre-release scheme and continue support after release. Effective partnership with the Offender Management Unit is therefore encouraged as faith-based activities and programmes could be considered for inclusion as sentence plan objectives.

It will also be important for prisoners who aren't in custody in a prison within their home area to have access to community leaders of their chosen faith to help support their transition through the gate. This may take the form of support groups within the prison and will build upon existing provision available within the local area.

Interventions

Whilst core and longer accredited programmes will be delivered either in the Training Prisons or in the community on licence there is likely to still be a demand for a range of interventions, including CSAAP (Correctional Services Accreditation and Advice Panel) Accredited Programmes. The type of intervention offered will vary according to needs of the separate cohorts.

For the resettlement only cohort of prisoners, the HMPPS interventions and toolkits which are short and flexible will be the primary source of interventions. Examples are Timewise and Developing Dialogues. For those within the PTR cohort, they may be suitable for maintenance work (e.g. new me MOT) if they have previously completed an accredited programme prior to their arrival.

Adequate group work and space for individual/ small group work with appropriate facilities to enable and support learning need to be provided within Resettlement Prisons whether on a 1:1 basis or within identified group activity. This will depend on treatment need.

Suitability for interventions should always be based on the assessment of risk, need and responsivity (RNR) and led by Offender Management Units working in partnership with Interventions Delivery Teams and other providers. The range of interventions available includes approaches which aim to:

- enable individuals to settle in and engage with opportunities for change in prison;
- reduce custodial violence;
- improve well-being;
- increase motivation and readiness to change;
- consolidate and generalise learning from interventions; and
- reduce reoffending.

A full list of current HMPPS Accredited Programmes and Interventions, and HMPPS Selection and Referral Criteria can be found at:

<https://intranet.noms.gsi.gov.uk/support/interventions-services/intervention-services-programmes>

In-cell technology could help support accredited programmes and interventions by providing summaries of important concepts to reinforce learning. Secondly, it could provide a self-help resource for individuals to use in cell. Thirdly, it could provide rehabilitative material which can be used by OM's and Key Workers to help individuals settle into custody and engage with the regime.

Through the Gate (TTG)

The TTG services delivered by CRCs was a key facet of the Transforming Rehabilitation reforms, helping to prepare prisoners for release and resettlement, increasing their prospects of leading a better life. Through the gate is geared towards working with prisoners released from custody and aims to build a strong and supportive recovery community to encourage rehabilitation and aimed at bringing down reoffending rates.

CRCs will provide an embedded TTG service to all prisoners in the new Resettlement Prison. They are contracted to deliver support within first 10 days from reception and again 12 weeks pre-release. The core resettlement services that CRCs should be providing in prisons are help with accommodation, finance, benefit and debt and employment. They should also provide support for prisoners who have experienced domestic abuse or who have been sex workers. They will deliver a range of mandated services including the creation and delivery of the Resettlement Plan and meeting specific needs through the current TTG pathways, namely:

- accommodation advice and brokerage;
- employment retention and brokerage;
- financial advice and support;
- services for victims of domestic abuse; and
- services for sex workers.



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

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

Whilst CRC responsibilities are principally concentrated in the period 12 weeks prior to release, the length of stay of the Resettlement Cohort with more prisoners in a resettlement period for longer prior to release provides the opportunity for prison operators and CRCs to think differently about how they can best meet the specific needs of the cohort beyond that original contract. For example, involvement in a person's recovery from substance misuse starts with their first contact in custody with relapse prevention services but must be a continual approach, whether that is a referral for in-patient assisted withdrawal, contact in a prison cell or out on the streets, to best help people who have been released

The physical design of the new Resettlement Prison also provides the opportunity to fully integrate service delivery and collaboration with the TTG provider by enabling (through digital infrastructure) prisoners to be responsible for booking appointments and activities with the TTG provider

Developing and maintaining community links

Providing effective community links is key in delivering success and meaningful outcomes in the new Resettlement Prison. TTG services are pivotal in this, but the whole period spent in the prison should be viewed as being an opportunity for greater community links. This can be promoted through:

- use of ROTL;
- use of video and telephone conferencing;
- use of 'open days';
- continuity of Healthcare; or
- early referral for social care support.

The issues facing the cohorts within the new Resettlement Prison may require differences in approaches or focus for each of these aspects. For example, those whom come directly to a Resettlement Prison serving shorter sentences are at risk of losing family and community ties. This is a period of anxiety and uncertainty which can limit people's capacity to engage with services. The use of ROTL can prevent the loss of employment in some cases and regular meetings to assess and support the individual is crucial especially in the early days of custody. Those whom have served longer periods in custody may be faced with having to re-establish contacts or build contact from scratch. Transitioning from an environment which is structured and removes a great deal of autonomy and self-determination could mean these prisoners no longer feel equipped with the skills to do this. Both the regime of the new Resettlement Prison and the services offered should promote these aspects and skills within a person before they leave the custodial environment.

Release on Temporary Licence (ROTL)

ROTL will be managed in accordance with Prison Rule 9 in relation to temporary release. ROTL can be used creatively to support individuals. For some it may be suitable for them to receive regular ROTL to maintain their employment status. For others it can allow them to access services in the community rather than relying on services coming to the prison. Finally, the opportunity to build and repair relationships is known to support effective resettlement. The best Resettlement Prisons are likely to run effective and safe ROTL policies which maximise its use.

The recently published [Lord Farmer review: Family ties at the heart of Prison Reform](#) highlights the importance Resettlement Prisons can play in supporting access to family, friends and others who have a pro-social impact on the prisoner. Encouraging effective use of ROTL in prisons will help support prisoners with acclimatising to the community prior to release and assist them in maintaining family links and finding suitable employment.

When the prisoner is eligible for ROTL it is important that staff assist them in making external links to find reliable employment in the community or opportunities that increase employability such as education or training. This will not only encourage them to use their time productively in custody but provide focus on release. Therefore, helping prisoners find employment (and encouraging employers to take them on) should be a key aspiration of the new Resettlement Prisons.

Home Detention Curfew (HDC)

Prisoners serving more than 3 months and less than 4 years will be eligible for HDC. Those in the Resettlement Only cohort may qualify for presumptive HDC, whereas those in the PTR cohort will be managed by the relevant HDC process and risk management systems. There are a range of offence types that will be represented within the Resettlement Prisons that will be excluded from access to HDC. For those that are subject to risk assessment procedures, they will be assessed within the standard or enhanced assessment protocols. Prisoners who present a clear and immediate threat to the public must not be released on HDC. Prisoners must be refused HDC on these grounds where they have displayed in their current, or previous, behaviour a clear tendency to violent or sexual offending and there is evidence to suggest that they continue to present an immediate substantive risk to members of the public.

Open Days

These are a way to bring the community into the prison. They could be run as careers days, family days or themed around meeting a specific need. This is an opportunity to be creative about how people access services in the future.

Video and Telephone Conferencing

Many community services can now be accessed through video and telephone conferencing. This is especially useful for those unsuitable for ROTL. It can also be used for family visits where physical attendance is not possible due to distance, disability or other reasons although it is not intended that this is a substitute for statutory visits, established by Prison Rule 35. The use of such technology is intended to act as an aid to those who might benefit from it, and not a prescription on how access to visits is delivered. The use of 'accumulated visits', 'assisted visits' and 'family visits' will remain the primary methods of maintaining family ties, with the potential to use video and telephone conferencing where this could act as an additional method of maintaining family ties.

Video conferencing will also be available to support engagement with official visits from, for example offender managers, CRC key workers or other official visitors where video conferencing would support the necessary contact. Every prisoner will be able to have access to their legal advisers, in accordance with rule 38, and facilities will be available to allow this to occur. Both prisoners and legal advisers may use the video conferencing facilities.