

**UNAFEI**

**The Japan Criminal Policy Society Foundation  
The Asia Crime Prevention Foundation**

**“Changing Lives and Making Communities Safer:  
Strengthening Rehabilitation through Involving  
Communities in England and Wales”**

# Agenda

- **Introduction**
- **The National Offender Management Service**
- **Changing Lives and Making Communities Safer**
- **Prisons, Probation and Communities working together:  
the Essential Partnership**



# Introduction






# The National Offender Management Service (NOMS) of England and Wales

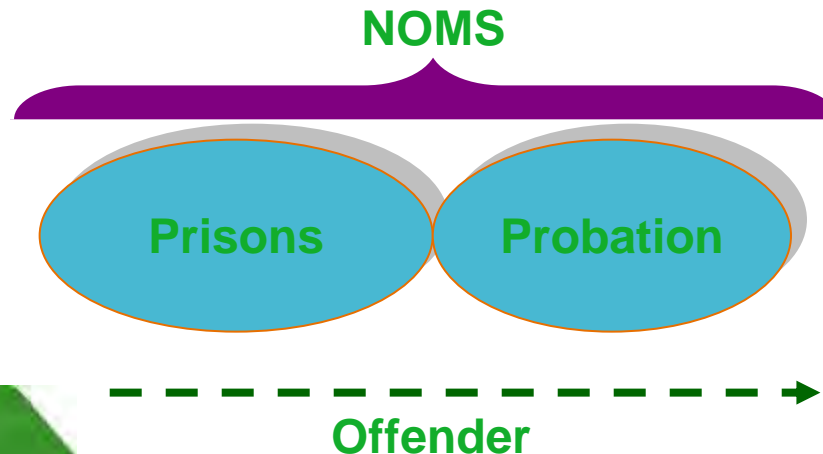


# What is NOMS?

*Preventing victims by changing lives*



*“The National Offender Management Service (NOMS) was created as an executive agency of the Ministry of Justice in April 2008 with the goal of helping prison and probation services work together to manage offenders throughout their sentences”.*



# How NOMS works

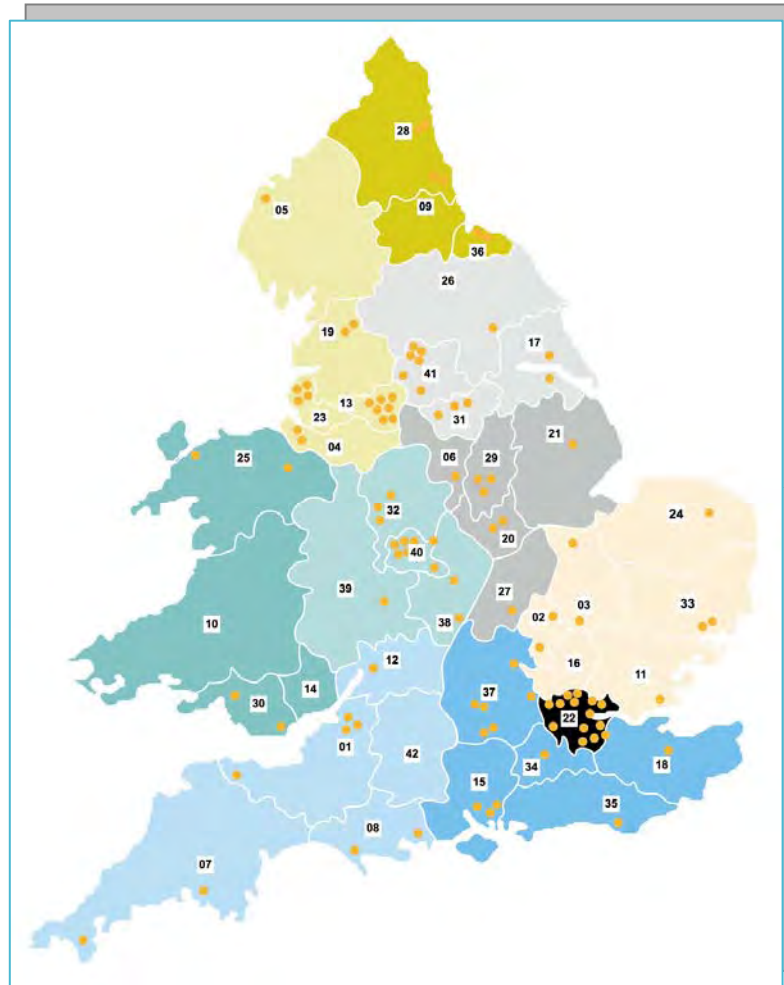


# NOMS Structure...

1 HQ

Locally-  
135 Prisons  
(124 public  
11 Private)

35 Probation Trusts



# Responsibility of the NOMS Agency

- 1. Commission Adult offender services in custody and the community from public, private and civil society organisations**
- 2. Provide public sector prisons**
- 3. Oversee trusts which provide public probation services**





# Courts are Advised by the Probation Service through A “Pre-Sentence Report (PSR)”





# Changing Lives and Making Communities Safer – What Works?

# What Works to Reduce Re-offending and Protect the Public?

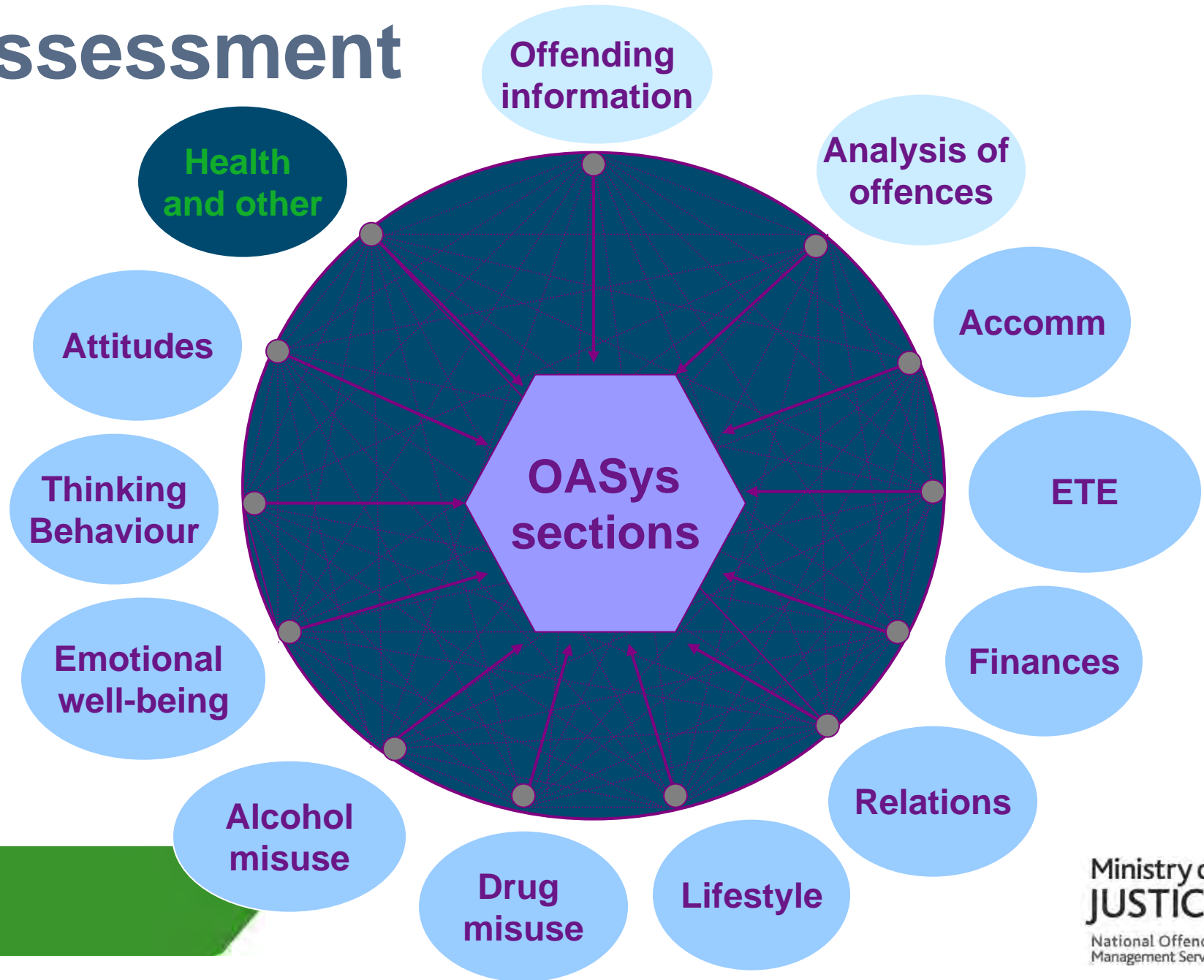
- **Assessment: of Needs and Risks**
- **Case Management, delivered fairly and consistently, addressing needs and risks**
- **Interventions**
  - Programmes: especially to manage aggression and sex offending, and building victim empathy, controlling impulse, problem solving
  - Community Integration: education, training and employment, accommodation, families, health, financial management...
- **Motivation, belief in change and community links**



# Assessment



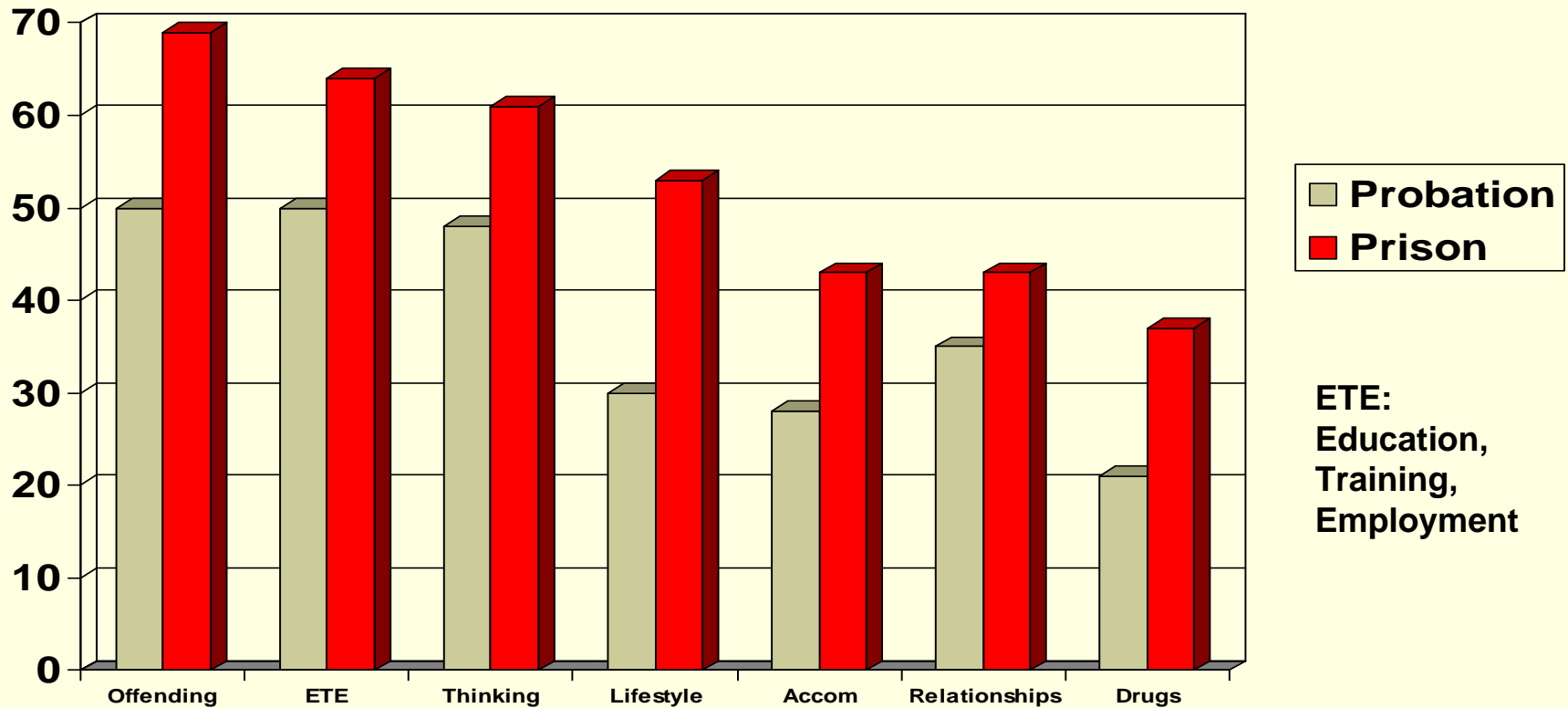
# Assessment



# Offending Related Needs

- **Offending information**
- **Accommodation**
- **Education, training and employability**
- **Financial management and income**
- **Relationships**
- **Lifestyle and Associates**
- **Drug misuse, alcohol misuse**
- **Emotional well-being**
- **Thinking and behaviour**
- **Attitudes**
- **+ Health and other considerations**

# OASys needs: % Probation & Prison



**ETE:**  
Education,  
Training,  
Employment



# Community Integration and Resettlement



# 2001 - Social Exclusion and Prisoners

Relationship between exclusion and imprisonment

(** before sentence)	General Population	Sentenced Prisoners
Two or more mental disorder	5% (m) 2% (f)	72% (m) 70% (f)
Unemployed	5%	67% **
No qualifications	15%	52% (m) 71% (f)
Homeless	1%	32% **
Benefits	14%	72% **

# Community Resettlement Pathways

- Accommodation
  - Links to statutory and voluntary housing and hostels
- Education, training and employment
  - Basic & Vocational skills, links to community, employers
- Health
  - Identify and support mental health needs
- Drugs and Alcohol
  - Prison intervention continuity
- Finance
  - Debt advice, managing money on reception and release
- Attitudes, thinking and behaviour, including motivation
  - Learning in prison continued and applied post-release
- Families
  - Advice and support on maintaining family ties



# Working Together: Strengthening Rehabilitation through Involving Communities



# Strengthening Rehabilitation through Involving Communities





Partnership  
Examples:  
Private Sector

# NOMS Corporate Alliance

## Structure

**Over 100 Employers  
Employers Reference Group  
Chaired by Business Leader  
Major, medium and small enterprises represented**

# NOMS Corporate Alliance

## Aims

- Employers:
  - Employment policies open to offender applications
  - Contributing to developing skills and employability
  - Offering work opportunities & experience
  - Including Offenders in Corporate Social Programmes
  - “Marketing” work of the Corporate Alliance
- Employee development

# NOMS Corporate Alliance

## Employers Offer:

- **Level 1**
  - Donation of training materials
  - Staff support CV preparation and interview skills
  - Staff mentoring (Including Sports Coaching)
- **Level 2**
  - Design and deliver training programmes
- **Level 3**
  - “Real world” prison employment
  - Recruiting directly from prisons and probation



# “Business in the Community”

- **A Corporate Social Responsibility Initiative**
- **Independent business-led charity**
- **830+ Companies in membership**
- **“Unlocking Talent”**
  - BIC aims to develop skills & talent of workforce
  - BIC’s work on employing ex-offenders is sponsored by the **Barrow Cadbury Trust**

# Sector Skills

## Ensuring NOMS addresses skill deficits

- Catering
- Charity
- Clothing and Textiles
- Contract Services
- Construction (*Pending*)
- DHL Warehousing and Distribution
- Engineering
- Glass & Glazing
- Land Based / Biodiversity Activities
- Health, Fitness & Sport
- Industrial Cleaning
- Laundry
- PICTA/ ICT
- Plastics
- Printing
- Radio (*Pending*)
- Waste Management
- Woodwork
- Arts (*Pending*)

# Corporate Sector Business Case

- **Savings to Private Sector through crime reduction**
- Crime costs business £19 billion year
  - Re-offending by ex-prisoners costs £11 billion year
  - Ex-offenders in work 33% - 50% less likely to re-offend
  - Some schemes reduce risk to 10%
- **Recruitment costs**
  - 40% - 60% saving
- **Skills/experience benefits for existing employees**
  - Management, communication, listening, team building

# BIC perspective...

*“Through its member companies, Business in the Community Works to improve the ability of ex-offenders to find employment. A good stable job is the single greatest factor in reducing reoffending. Not only does it provide individuals with the necessary resources and self-esteem to improve their lives but benefits all sections of society through reduced levels of crime”*

# Employer perspective...

*“We share in common with most employers a recurring headache – the recruitment and retention of staff, And we have had to learn to think beyond the traditional Recruitment routes. There is undoubtedly a large pool of under-utilised skilled men and women in our prisons who are due for release into your communities, and who are keen and willing to work. Those we have employed have been exemplary employees”*

Alison Itani  
Director  
Wiltan Ltd

# Work with Business - examples

## National Grid Transco (Gas Supply)

Trained prisoners in Prison and  
Recruited on release

Recruitment costs reduced 40-60%

## Ginsters (Food products)

Probation offenders  
2 week unpaid work placement  
May lead to 12 month contract

## Travis Perkins (Tool hire/builders merchants)

Training centres/workshops  
In 3 prisons – 140 prisoners  
Employed on release

## Timpsons (Shoes, Signs, Watch repairs...)

Run training academies in 2 prisons  
Leading to employment on release

# Employer perspective...

*“I find the staff we’ve recruited from prisons are among the best colleagues we’ve got. We see this as a great way of not only helping people but of getting people to work for us.*

*75% of those who join us from prison are still with us after 6 months”*

James Timpson  
Managing Director  
Timpson

# Work with Business - examples

## Compass Group (catering and support services)

“Rehab” project prepares  
Women for sustainable employment.  
Serving women prisoners work 6-9  
months as  
caterers for private contractor  
at a defence training camp.  
Also learn customer service,  
Health and safety and  
Basic food preparation

Paid standard wage. Most used to  
support family or saved for release

Recruited and “buddied” on release

## Morrisons (Supermarket retailer)

Pre-release training course  
In 3 prisons  
leads to employment.  
80% retention rate

## DHL/Booker (Supply chain)

Employs 500 prisoners  
In prison retail



# Work with Business - examples

**Toyota**

Purpose built workshop  
offering  
Toyota Modern Apprenticeship  
to young people



Partnership  
Examples:  
Civil Society

# Reducing Re-offending Third Sector Advisory Group (2009)

- **Aims include:**
- **To inform strategic and operational policy by:**
  - Providing advice on reducing re-offending from a third sector perspective
  - Overseeing progress on 3<sup>rd</sup> sector reducing re-offending strategy
- **Promote potential, diversity, volunteering, good innovative practice, social enterprises**

# Third Sector Organisations

## Examples:

CLINKS



SOVA



St Giles Trust



NACRO



# CLINKS...

**“Clinks** is a charity that has been supporting other charities that work with offenders and their families since 1998.

**Our diverse membership, of almost 300 organisations, benefit from our four strategic aims:-**

- Promoting the work of the VCS, providing representation and voice
  - Tackling racism and discrimination,
  - Facilitating effective partnerships, and increasing service user involvement
  - Research and development

**We also provide advice and support to over 3,000 non-members working to reduce re-offending in our communities.**

**Clinks is often consulted by national Government... and is in a strong position to influence new and existing policy affecting the voluntary sector working with offenders and their beneficiaries”**

# NACRO...

## “Changing Lives...Reducing Crime”

**Resettlement consultancy in prisons** We work closely with prison governors and other prison staff to help develop positive regimes with resettlement advice projects.

**Resettlement training** We run regular training courses at the Prison Service College and at individual prisons, including training prisoners as peer advisers. We have developed specialist training material, including on dealing with older prisoners and managing money.

**Resettlement Plus Helpline** offers information and advice to professionals working with prisoners and ex-offenders – as well as to individuals and their friends and family members.

**Resettlement Service Finder** Our online database holds details of more than 10,000 community services for ex-offenders, creating a valuable resource for professionals working in the field

**Resettlement provision in prisons** We run resettlement advice services in nearly 40 prisons.

# Volunteering across the CJS Programme

## ■ Aims to

- Promote Volunteering nationally and locally
  - Individuals, Corporate, Faith
- Overcome barriers to volunteering
  - Improve information e.g. volunteering whilst receiving benefits
- Develop “factsheets” to promote good practice
- Develop “Peer Mentoring”, including ex-service personnel

# SOVA...

**“Supporting Others through  
Volunteer Action”**



**SOVA is a leading national volunteer mentoring organisation  
working with those socially and economically  
disadvantaged in England and Wales**

**60 projects...**





# St Giles Trust...

Inspiring Choices, Creating Positive Futures



**St Giles Trust provides projects to support ex-offenders and others develop life and employment skills and solve problems.**

**Prison Projects begin in prison and include “Through the Gate” mentoring.**

**The focus includes topics such as education, training and employment, IT, communications, personal development and health and wellbeing.**

**Some projects include Peer Mentors who have experienced these issues first hand and offer support.**

# St Giles Trust...Peer Advice Project

## Inspiring Choices, Creating Positive Futures

“**The Peer Advice Project** meets demand for advice services amongst the prison population by using an under-used resource - serving prisoners.

It trains serving prisoners to NVQ Level 3 in Information, Advice and Guidance and enables them to help other prisoners by gaining valuable practical experience as part of the vocational element of the course. The course is externally verified by [Advice UK](#) and is an excellent way of improving the skills of serving prisoners and preparing them for employment upon release.

**The Peer Advice Project** was initially set up to address the high levels of homelessness amongst the prison population by training serving prisoners to act as housing advisors. However, in some prisons advisors cover other areas such as employment and training opportunities.

The so-called Peer Advisors often find that they are regarded as highly credible, trusted sources of support as they are serving prisoners themselves. This is a real strength of the project and one we aim to replicate through our other services”.

# “Freeasabird”

## Social support and advice



### “Welcome to freeasabird

freeasabird is a project for woman offenders and ex-offenders in London.

If you have experience of the criminal justice system, you can use this website to share your thoughts. We can advise each other on resettlement issues, and pass on information.

Register with freeasabird's social network to discuss questions around family, housing, money, health, work and how to get back on your feet. The discussions are in a password protected space only for women offenders and ex-offenders”.



# Social Enterprises

# What are Social Enterprises? What level of involvement

Enterprises in which all profit is returned to the Organisation

**Probation** - 62% working with one or more  
(40% of these for Community Payback)



**Prisons** - 53% with one or more



# Key benefits (NOMS)

Cost savings

Local community links

Provision of niche specialist expertise

Offenders putting something back

Tailored services addressing gaps

Policy and strategy fit



Innovation and creativity



# Acumen

## Employment, Accommodation & support



### ■ In Prison

- Training in
  - Horticulture
  - Self-belief
  - Emotional Resilience

### ■ After-release

- Employment
- Accommodation
- Support



# Reach – Prinknash Abbey Gardens

## Horticulture, Gardening, Carpentry, Social support

REACH provides activities to unlock the potential within people who feel socially excluded or who have committed offences



### Our Aim:

To provide activities that discourage anti-social behaviour and attitudes, reduce re-offending, improve health, address social exclusion and promote education, training and employment.



- R** *Rehabilitation and re-modelling*
- E** *Education:* providing training, employment and mentoring.
- A** *Access:* providing access to services that improve lives.
- C** *Co-ordination:* bringing together organisations and services.
- H** *Health:* providing health education.

# The 'Clink'

Catering



The 'Clink' Restaurant HMP High Down

Training and employment experience in a high quality restaurant environment

Employs 16 serving offenders at any one time as trainees

Managed by social enterprise Eco-Actif CIC

Profits to pay staff, provide training and qualifications and follow up support

Employs ex-prisoners

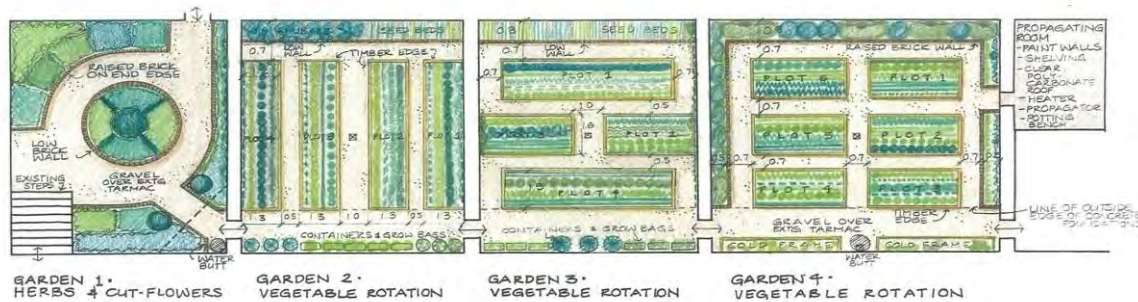
# HMP Dartmoor Resettlement Unit

## Horticulture



eden project

Former punishment wing walled yards



Plans for converting four walled yards into Productive Gardens

Plans  
Scale 1:100  
September 2005

# Eden Project – Dartmoor Prison



# Eden Project - Dartmoor Prison



*“Peas Release Me”*

*Grown with Convict-ion!*



Veg boxes delivered free of charge to elderly and poor members of the community in Princetown  
Labels designed by prisoners and printed by Eden Project.

Many letters of thanks.  
Prisoners say they have appreciated being able to “give something back”.



# Community Payback

# Community Payback - Purpose

**Meets the sentencing purposes of punishment , reparation, reduced re-offending... plus public confidence**

For some offenders there are also rehabilitative benefits as Community Payback projects can provide an opportunity to develop life and vocational skills that reduce the risk of re-offending. 20% of the hours can be spent on skills and employment preparation.



REFURBISHING COMMUNITY SPORTS FACILITIES

# Justice Seen, Justice done...

A campaign that explains how **the public can decide the work offenders carry out on Community Payback** was launched on 30 March 2009.

In 54 Neighbourhood Crime & Justice Pioneer Areas the public have been able to vote at [direct.gov](http://direct.gov) and in other ways on which of 5 schemes offenders will start first. Over 18,000 votes were cast.

Justice Seen, Justice Done campaign promoted in local newspapers and on local radio explaining how the public can suggest other projects offenders should undertake throughout the year.



# Building Big Society

**Public Service  
Reform**

**Social Action**

**Community  
Empowerment**

**by decentralising power and  
breaking down the  
bureaucratic barriers**

**by making information  
more transparent**

**by building the capacity of  
individuals, communities and  
organisations**

# CJS and Big Society



- Elected Police and Crime Commissioners
- Crime information made more readily and frequently available
- Increasing volunteering opportunities
- Looking at system reform
- Opening up more opportunities for independent organisations to deliver services as part of a 'rehabilitation revolution'

# Green Paper proposals include-

- **“Working Prisons”**
- **Increased reparation to victims through Restorative Justice, implementing Prisoners Earnings Act**
- **Working with communities to reduce crime**

# Thank you for your attention!



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NOMS

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