



JUSTICE

# HMP FOREST BANK CHILDREN AND FAMILIES STRATEGY 2019

  
QUALITY OF LIFE SERVICES

## CONTENTS

<b>Introduction</b>	4
<b>History</b>	5
<b>Visitor centre</b>	8
<b>Staffing structure</b>	9
<b>Extended visits</b>	11
<b>Family learning</b>	12
<b>Gateway</b>	13
<b>Workforce development</b>	14
<b>Partnership</b>	14
<b>Care Leavers offer</b>	15

Resettlement Services at HMP Forest Bank



**arcadia**  
working together for a brighter future

## **OUR MISSION: CHANGING LIVES FOR THE BETTER**

Our mission is to change lives for the better, and it is this which lies at the core of everything that we do:

- We work with clients and partners to protect the public;
- We seek to reduce crime by challenging offending behaviour; and
- We offer individuals the opportunity to change

## **OUR BELIEFS:**

Sodexo Justice Services (SJS) believes that:

- Everyone can change for the better;
- Everyone has the right to be treated humanely, decently, respectfully and fairly; and
- Everyone has the right to live and work in a safe environment.

## **OUR VALUES**

We have a reputation for delivering outstanding justice services, based on our values which are reflected in everything we do: safety, dignity & opportunity.

## Introduction

The Children and Families Pathway at HMP Forest Bank is dedicated to understanding of the needs of families affected by imprisonment and widening the scope of meaningful and effective interventions offered to those families and prisoners. SJS acknowledges the importance of engaging families in prisoner rehabilitation and through partnership working we can tackle entrenched problems to improve the well-being of the whole family to aide successful prisoner resettlement and desist from a life of crime.

HMP Forest Bank has always recognised the importance of the role of families and significant others and has prioritised family work in recent years. Since 2012, there has been a dedicated Children and Families Manager in place to drive the family strategy forward and embed the work into the day to day work of the prison. Currently we have a dedicated team of family workers delivering our Pathway. Lord Farmer's 2017 report *'The Importance of Strengthening Prisoners' Family Ties to Prevent Reoffending and Reduce Intergenerational Crime'* cites HMP Forest Bank as delivering areas of best practice demonstrating the commitment to family work here at HMP Forest Bank.

Note: For the purpose of this strategy, we adhere to guidance from HMPPS 'Delivering Effective Family Practice': *"Family is defined as either a blood relative, legal or significant persons that a prisoner identifies as their next of kin. For care-leavers this may be someone that provides a statutory service, friend or associate."* Further to this we recognise that many of our residents will have experienced a non-traditional upbringing and we endeavour to accommodate all family circumstances. For ease of reading this strategy, we refer to 'family' throughout the strategy with the above understanding of different situations.

## History of the Children and Family Pathway

In the last six years, the Children and Family Pathway has grown and developed, learning from examples of good practice in other prisons, to now provide an outward facing meaningful and effective family support service.

This strategy focuses on the resettlement work carried out by the Children and Families team. It is written and aligned to wider prison strategies and policies such as:

- Visits Policy 2018
- Safeguarding Policy 2018
- Safer Prisons Action Plan 2018-2020
- Vulnerable Residents Policy
- Resettlement Strategy 2017.

Recent developments of the Pathway:

2016



In 2016 following a restructure of the SJS services and the introduction of the CRC, two Troubled Family worker roles were created. In partnership with the Greater Manchester Public Reform Team and Police and Crime Commissioner Office, the focus of the work was to support the national Troubled Families Agenda by ensuring that residents and families identified as a 'troubled family' continued to receive support from the family workers and community agencies whilst in custody.

This innovative work was delivered from HMP Forest Bank alongside a family support system delivered by the Prison, Advice and Care Trust (Pact). It was decided during this time for SJS to operate the Visitor Centre. SJS colleagues are based in the Visitor Centre and welcome visitors into the prison and support them through the visiting process. Having SJS uniformed colleagues in the Visitor Centre presents HMP Forest Bank in a professional manner whilst also improving communication and relationships between visitors and prison staff.

2017/2018

1 x C&F Manager  
3 x Children and Family Pathway workers  
1 x Children and Family Coordinator  
SJS Tea Bar  
SJS staff in Visitor Centre

During 2017, a review of the Children and Family pathway was completed to ensure it met the needs of the prison long term and aligned itself with the Greater Manchester Combined Authority (GMCA) priorities. At this time, changes nationally in the Troubled Families agenda emerged and within Greater Manchester, Troubled Family funding and processes were dispersed into main stream services, lessening the emphasis on dedicated Troubled Family teams.

In response to this, a decision was made to restructure the Children and Families Pathway in consultation with the GMCA:

- to enable one dedicated service delivered by SJS:
- to allow for gaps in provision to be filled
- to allow a clear governance structure
- to entrench partnerships with the Greater Manchester Combined Authority.

This strategy is structured in response to Lord Farmer's report and his main recommendations:

1. Visitor Centre
2. Staffing structure
3. Extended Visits
4. Family Learning
5. Gateway

Consideration has also been given to the HMIP Expectations and a wider context of Workforce Development and Partnership working.



## 1. Visitor Centre

HMP Forest Bank has a well-run and friendly Visitor Centre, purpose built in 2006. SJS colleagues ensure the visits process is seamless and accessible to engage with all our visitors, ensuring they feel safe and welcomed whilst building relationships visitors have with prison colleagues.

Using regular feedback from visitors and residents, we continue to develop and enhance the visiting environment with a particular focus on children. Play activities are available in the waiting areas and during visits. Colourful images are used in areas throughout the visiting process to brighten up the space. Within the Visits Hall there is a dedicated family room; a space for residents to see family members in a safe and comfortable environment for a whole host of reasons.

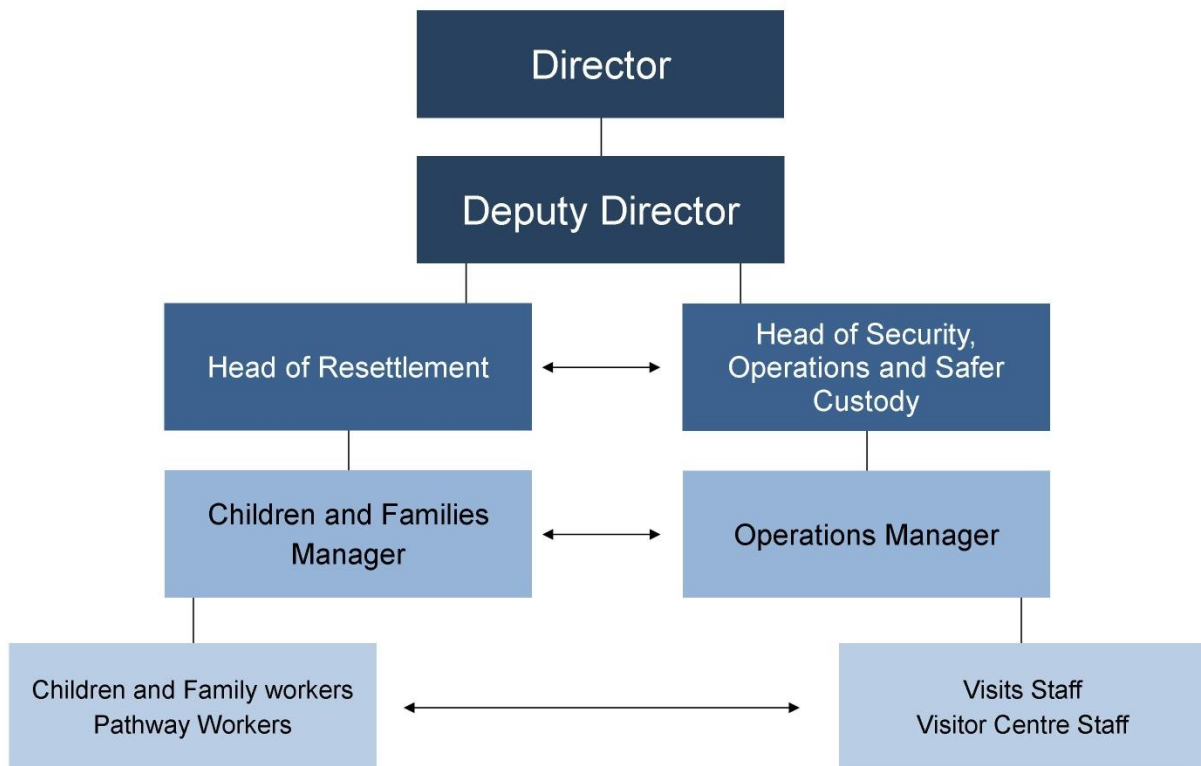
There is an area in the main Visits Hall with books, activity packs and toys for children to enjoy during visits. We encourage children to spend time with their families at the tables during visits. In addition there are activity type sheets such as crosswords, Sudoku puzzles for older children and adults. We are continuing to develop our play activities considering visitor and resident's feedback to ensure children are safe and confident when they visit.

We also use the Visitor Centre regularly to release prisoners from. This ensures their dignity and meets the needs of families and those meeting residents on their day of release.

More information on the visiting process and how we meet HMIP expectations can be found in HMP Forest Bank's Visits Policy.



## 2. Staffing Structure



The Children and Families Pathway is governed through monthly Resettlement meetings attended by a range of functions involved in delivery family work. In addition, the Children and Families Pathway contributes to other key meetings such as the Safety Interventions Meeting, Substance Misuse Strategy meeting and the Inter Departmental Risk Management meeting.

A live action plan is reviewed regularly and presented to the Head of Resettlement for further analysis. In addition to this the Performance Measures in place are reported to the Senior Management Team on a monthly basis.

### Performance and Measures

We have created our own performance tool to measure how the service is operating, including a monthly report of outcomes achieved when a case is closed.

Example of data collected:

Month	New Cases	Closed Cases	Residents Seen	Hours Spent
March 2018	25	18	174	74.05

As the Children and Family Pathway continues to develop, we will implement the use of Outcome Star; an evidence based tool for measuring change. Outcome Star allows for care plans to be generated to evidence work being completed and a performance measure to evidence the success of the Pathway work.

In addition to measuring the resettlement function of the family work, PNOMIS provides data about the demographics of visits collated by the Visits Operational team. This data is used to identify trends of Visits and understand the needs of visiting space. Residents who don't receive visits can be identified through the CMS system. Using the new Offender Management in Custody process, part of the keyworkers responsibility is to engage with residents who don't receive visits. They can then offer residents access to further support if they wish, such as the Official Prisoner Visiting scheme or family workers for more in depth case work.

### 3. Extended Visits

HMP Forest Bank offers a good level of social visits, above the expected standard. We recognise that family contact thrives beyond social visits. There are several ways we encourage family contact outside of social visits:

- Email a prisoner
- In Cell phones
- Post/Mail
- Family Days
- Children and Families Pathway case work.

Casework offers families access to strengthen family ties in the form of extended visits and family meetings. These include (list not exhaustive):

- Final Visits before Adoption
- Social Service contact visits
- ACCT/CVMM reviews
- Pre-release meetings
- Post programme reviews
- Recovery client's casework
- Longer visits for families travelling long distances.

Residents allocated a family worker to address identified needs will be offered a family meeting where appropriate, for example, to discuss a vulnerable residents care, bring together co-parents to discuss their parenting plan or to have an opportunity to learn more about the prison. Such meetings maybe multi-disciplinary if required.

In the Visits Hall we have created a space to facilitate the above meetings. The multi-use room can be set up depending on the context of the meeting. We have an excellent relationship with our local Diocese who provide us suitable toys, games and activities for our visiting children to help 'normalise' the environment they are in. Additionally, residents can find it easier to engage with their children by having a focus on an activity or game.

Extended visits can also be accommodated for families who have travelled a distance to the prison or have extenuating family circumstances where a family may benefit from a longer visit.

#### 4. Family Learning

We understand that some of our residents may benefit from education and learning around their relationship and their interactions within those relationships. The family workers are developing their offer of programmes to meet the needs of our residents. Currently we are focusing on a goal setting programme, GR8 Wellbeing. Residents have the opportunity to identify a goal linked to their family situation, such as improving their parenting skills and residents are encouraged to engage to achieve this goal. As part of the course, we invite family members and significant others in to discuss the work completed and verify the goals are realistic and achievable.

Residents are case managed on a 1-1 basis and can gain support and education on relationships in one to one sessions.

Residents also have access to a wide range of interventions such as resilience building, drug and alcohol awareness and thinking skills from the wider Resettlement function, which all can contribute to improving their relationship skills. There is a strong emphasis on family involvement throughout the Resettlement team and wider prison with interventions and services such as:

- Accredited post programme reviews
- Gambling awareness family meetings
- Recovery link workers – joint working for those residents achieving abstinence within the Recovery pathway.
- Recovery team
- Story book Dads
- Family Liaison Officer
- Chaplaincy offering immediate communication with families where a crisis or concern is raised and pastoral care.

Any resident who chooses protective custody on our vulnerable prisoner unit or reside in Healthcare or Care and Separation also have access to these interventions, including group work and family days, following a risk assessment. Residents without family contact are offered support to reconnect with family members if appropriate, signposting to local organisations. Residents can also access group work sessions to improve their own wellbeing and skills in preparation for such a time where they may rebuild their family links. Our Family workers can also signpost residents who have lost contact to community organisations who can support in finding estranged family members.

Access to the Family Pathway team is accessible to all residents through the kiosk system. The Diversity and Inclusion Lead at HMP Forest Bank works closely with the family workers to ensure any residents who need support with accessing the service can do so.

## 5. Gateway

- Bi annual survey completed with residents and visitors
- Suggestions box available at all times
- Feedback during case work.

Feedback is gained and reported on bi-annually. Any actions or feedback is reviewed through the Resettlement group meeting and Operational monthly meeting.

Families are encouraged to communicate with us through available phone numbers, particularly if there is an immediate concern or risk for a resident. Information for families can be found on TV screens in the Visitor Centre, through the HMP Forest Bank website and in leaflets.

## Workforce Development

The Family Pathway workers receive monthly line management supervision as well as annual Performance Development Reviews. Supervision allows for quality assurance of work to be completed, an opportunity to identify training and development needs and feedback to be given. Training needs are met through a range of options including self-research, formal training, shadowing internal and external organisations and visiting areas of best practice.

The wider prison staff group complete Hidden Sentence training as part of their induction. The training package has been developed to meet the needs of the staff group. We encourage colleagues to consider how they can be involved in family work wherever they work in the prison and contributions by them to strengthen family ties are paramount.

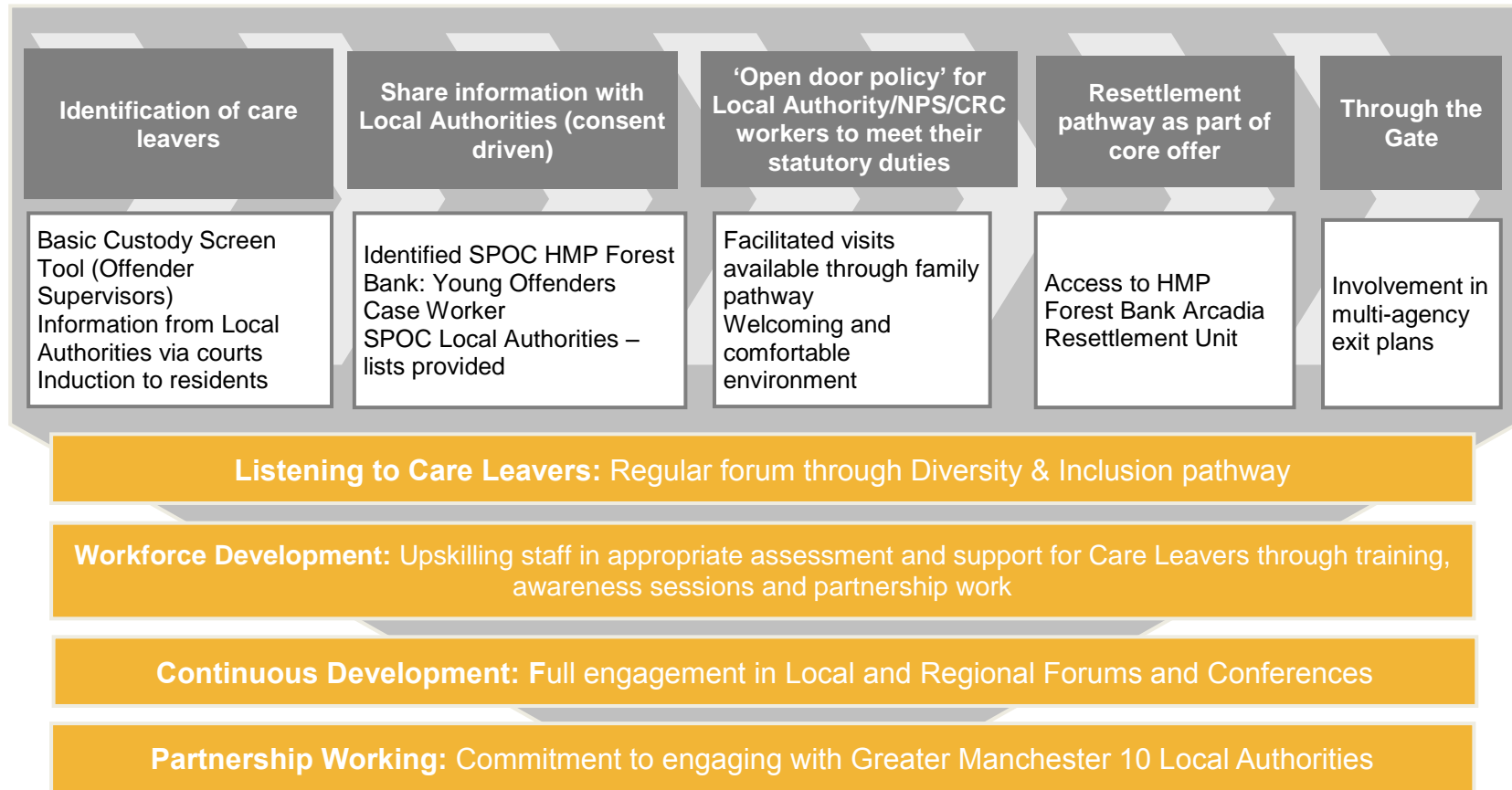
Safeguarding training is also fundamental within the staff induction. All colleagues are informed of their responsibility in being vigilant and reporting safeguarding concerns. The Safeguarding Policy is available on the prison IT network to be referred to.

## Partnership

HMP Forest Bank has an excellent relationship for outward facing partnership work. Over the years, we have strengthened our relationship with GMCA and in particular the Criminal Justice and Partnership Sector around family work. This ensures that the work we deliver is relevant and appropriate to meet the needs of Greater Manchester residents.

A priority for our Family workers has been building relationships with Statutory Services in Greater Manchester and beyond. We have a portfolio of contacts within these services allowing our residents access to information and interventions where their children are involved in statutory care. We regularly hold child centred visits, focusing on the needs of the child. We are also able to advise residents on where they can access legal advice when needed.

# HMP Forest Bank Care Leavers Offer



**Sodexo Justice Services - HMP Forest Bank**  
Agecroft Road, Salford, M27 8FB, UK  
Tel: +44 (0)161 925 7000  
[www.sodexo.com](http://www.sodexo.com)

