

Education, Training
& Employment

CHANGING LIVES FOR THE BETTER

UK & IRELAND JUSTICE

JUSTICE


QUALITY OF LIFE SERVICES



SODEXO JUSTICE



Janine McDowell
CEO – Sodexo Justice
UK & Ireland

Our purpose is to change lives for the better by reducing re-offending and risk of harm, and improving the quality of life of those under our supervision and care

INTRODUCTION

Sodexo Justice has been partnering with governments to improve offender management since 1993 and provides proven, ethical, and innovative rehabilitation services internationally, in both custody and the community. In the UK, Sodexo Justice is one of the leading providers of core custodial services to the Ministry of Justice and Scottish Prison Service. We are responsible for the full management of five prisons in the UK, own six Community Rehabilitation Companies (CRCs) and are the only private provider of custodial services for female offenders.

We provide a safe environment in which we treat prisoners with dignity, offering them the opportunity to lead law-abiding lives on release, in their community.

Our ability to form strong and successful partnerships with some of the best rehabilitative services in the community strengthens our quality of life services. These key collaborations help us continually improve the value of Sodexo Justice and the quality of prisoner rehabilitation we deliver to society.

Our purpose
To change lives for the better by reducing re-offending and risk of harm, and improving the quality of life of those under our supervision and care. We will achieve this by improving the quality of life of our own people and those in our care, by growing our business and by increasing the value we bring through innovation.



HOW SODEXO JUSTICE DELIVERS

Sodexo Justice works towards creating a positive future for the people they work with – offenders, victims and their families, communities, partners and employees.

Both the custody and community aspects of Sodexo Justice are guided by a vision to be the organisation of choice in providing justice services and our purpose is to change lives for the better.

In addition to providing a custodial environment, Sodexo Justice supports offenders to change their lives for the better by providing opportunities for purposeful activity and employment skills, education and rehabilitation support services. Through innovative technology we encourage prisoners to assume more responsibility in their day-to-day lives by managing their own visitor bookings, controlling how they spend their wages, requesting information from various prison departments and maintaining a full working timetable of industrial employment and education-based learning activities.

In Community, we aim to change the way that offenders are managed in the community, building on historic good practice while encouraging greater innovation in reducing reoffending. We aim to protect the public by delivering effective offender management and rehabilitation services to offenders.



OUR EXPERIENCE

We are pioneers of privatised prison management and offender rehabilitation services. Worldwide we supply a range of services to different governments across 120 sites, making us one of the world's largest providers of justice services.

VALUES AND ETHICAL PURPOSE

We observe stringent ethical principles and operate custodial services only in democratic countries that do not have the death penalty and where the ultimate goal of imprisonment is prisoner rehabilitation. Our strongly held business values and ethics make us compatible with government principles of fairness, transparency, accountability and diversity in the delivery of public services.

FOCUS ON REHABILITATION

Our teams focus on providing prisoners with the life skills, work experience, education and accommodation on release to help equip them to successfully integrate into society. We are committed to the design and practice of more effective rehabilitation. We share our proven methods that address root causes of offending across all our operations.

FLEXIBLE PARTNERSHIPS

We combine our commitment to self-delivering the vast majority of our services, with a long tradition of forming successful partnerships with the voluntary and community sector, public sector, and small and medium enterprises to harness all knowledge and skills that will provide the optimum opportunities for offenders, both in our care and on release, supported by a tailored through the gate service.

INNOVATION FOR GREATER EFFICIENCY

We are committed to continuous innovation in service delivery and design, in order to deliver better for less. Our global multi-sector presence gives us maximum exposure to different markets and ways of doing things. This enables us to transfer new ideas and best practice across our organisation, to optimise efficiency and effectiveness.

GLOBAL BEST PRACTICE AND ORGANISATIONAL STRENGTH

Our global scale, breadth and our constant investment in our business make us a resourceful partner, better able to transfer global best practice. We operate in 80 countries with 425,000 employees on 32,700 sites.

Our prison teams focus on providing prisoners with the life skills, work experience, qualifications and accommodation on release to help equip them to successfully reintegrate into society

OUR PRISONS AND OUR COMMUNITY REHABILITATION COMPANIES



HMP Addiewell



HMP Northumberland



HMP Forest Bank

Cumbria and Lancashire CRC
Hub: Preston



HMP & YOI Peterborough

South Yorkshire CRC
Hub: Sheffield

Norfolk and Suffolk CRC
Hub: Norwich

Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire CRC (BeNCH)
Hub: Huntingdon



HMP & YOI Bronzefield

Essex CRC
Hub: Chelmsford

LIST OF SERVICES



PRISONS

- Rehabilitation Services
- Resettlement Programmes
- Security
- Education and Skills Development
- Vocational Training
- Prisoner workshops and industries
- Healthcare
- Safety (Health, Safety, Environmental)
- Case Management
- Prisoner and staff catering
- Prisoner escorts
- Well-being

COMMUNITY JUSTICE

- Rehabilitation Programmes
- Drugs and Alcohol services
- Accommodation services
- Resettlement Services
- Employment Support & Skills Development
- Complex Needs
- Assessment & Support
- Case Management
- Sentence compliance and supervision
- Linkage to community services
- Partnership working with not-for-profit community organisations

HMP FOREST BANK

Sodexo began the construction of HMP Forest Bank in Salford, Greater Manchester, as part of a consortium in 1998, resulting in the opening of our first Private Finance Initiative prison in 2000. With a current capacity for 1,460 males, HMP Forest Bank is one of the largest prisons in the UK. Classed as a resettlement prison, it holds convicted and remand prisoners and serves the local court catchment area, generally from within a 20 mile radius of the prison. There are eight residential house blocks and employment is offered through a variety of industrial workshops, and within education, catering and grounds maintenance.

HMP Forest Bank has successfully developed a strategy to reduce reoffending by tackling the key areas that can lead prisoners back into crime. One of the accolades received by HMP Forest Bank is the recognition for the pioneering work it has undertaken in enabling prisoners to open bank accounts during their term in prison.

The prison also understands how employment is a major stabilising factor in helping to reduce reoffending. With a typically innovative approach HMP Forest Bank has forged links with local and national businesses to provide prisoners with ethical and rewarding employment for 40 hours per week. This valuable work ethic has enabled a number of prisoners to secure employment in advance of their release.

BREAKING THE CYCLE OF ADDICTION THAT LEADS TO REOFFENDING

HMP Forest Bank's Eden Unit provides life-changing opportunities to prisoners who have the motivation and willingness to break the cycle of addiction to drugs and alcohol. It tackles the core contributing issues that can lead to substance abuse, and encourages those affected to make a lasting change while in prison.

Nearly two thirds of offenders arriving at the prison have addictions to drugs or alcohol. Family circumstances can complicate the picture and make it more difficult for the ex-offender to remain abstinent on release. Enlisting the support of partners, families and others who might support the prisoner's journey is important.

The prison also understands how employment is a major stabilising factor in helping to reduce reoffending



STRONG TEAMS INSIDE AND BEYOND THE GATE

The Eden Unit offers intensive support for those who want to deal with their addictions and since it opened in 2011 more than two thirds of the participants have become abstinent. For many of these, their time in the Eden Unit has proved so personally important they have become peer mentors and they use their first-hand experience to support others.

The Eden Unit operates as one cohesive team – bringing together clinical, non-clinical and operational personnel to create a positive

reinforcement and support mechanism for prisoners undergoing drug detox and abstinence therapy.

The development of strategic partnerships with a range of community providers in the Greater Manchester area has been a cornerstone of the unit's success. Prisoners receive guidance and support with employment, housing and dealing with complex family issues – helping stabilise situations that may have previously caused them to relapse or reoffend.

HMP & YOI BRONZEFIELD

Sodexo Justice opened this purpose-built facility for women and young female offenders in Ashford, Middlesex, in 2004, marking a significant step forward in the provision of female prisoner facilities in the UK.

HMP & YOI Bronzefield accommodates female prisoners from the catchment area of more than 80 courts across the South of England. The prison was originally designed to hold 450 female prisoners, but with the design and construction of an additional 77-bed unit, this has now increased to 570. The prison also includes a 12-bed mother and baby unit.

The opening, and development of Bronzefield demonstrates Sodexo Justice's ability to adapt to changing client requirements. In the UK, females make up approximately 5% of the total prison population, and require a different prison regime and set of rehabilitative opportunities than their male counterparts. We recognise these differences – which may include the resident being a primary carer for children, responsible for managing the home and issues involving domestic violence – and how these influence support needs.

Bronzefield manages a diverse and complex population that includes 24% who are foreign nationals, over 80% who have direct responsibility for children under 18 years of age, and 40% who have drug and alcohol issues.

In 2013 the Prison Inspectorate stated: "It is a credit to the very capable leadership within the prison, and the committed and motivated staff group that the challenges they face continue to be met in such a positive and caring way."

SODEXO DEVELOPS POSITIVE COMMUNITY ASSOCIATIONS

Positive community ties play a crucial role at all of our prisons. A major success at Bronzefield has been the first prison-based branch of the Women's Institute (WI). The WI is run by prisoners and has proved invaluable in helping build skills and boost confidence. On their release, women find that membership of the WI provides them with an association to a national community organisation that they can be proud to be part of.

Over 50% of women come into HMP Bronzefield with some form of addiction. Sodexo Justice launched its recovery unit in October 2013 and more than 135 women have been through the programme



A COHESIVE THROUGH THE GATE APPROACH TO RESETTLEMENT

HMP & YOI Bronzefield delivers recovery support and positive community associations that empower women leaving the prison to make – and sustain – a fresh start.

A fundamental principle of the 'Through The Gate' work programme at Bronzefield is that the skills the women learn within prison are relevant to their lives on release, and have real market value.

Prisoners work towards nationally-recognised

qualifications, including NVQs, and can take part in external work placements. The placements with trusted local employers are pivotal in building skills, routine and discipline. The range of services provided by Sodexo has also opened internal channels for catering and hospitality skills training.

The pride and passion demonstrated by the Bronzefield team has brought significant results, with

three times as many women released on temporary licence today than in previous years, and offers of permanent employment on release significantly increased.

Sodexo Justice has also established a strategic network to help women remain abstinent from drug or alcohol dependency on release, through mentoring, key support groups and follow-up meetings.

HMP & YOI PETERBOROUGH

HMP & YOI Peterborough consists of a local category B prison, a closed women's prison and a category C extension. It is the only purpose-built prison in the country to accommodate both male and female residents, who are kept separate at all times. Built on a derelict engineering site, the prison was originally designed to accommodate up to 396 female and up to 624 male residents. An additional male residential unit was opened in 2015 holding up to 320 individuals following a request from the Ministry of Justice. The site also includes a separate Mother and Baby Unit, which can accommodate 12 mothers.

Peterborough focuses on providing a rehabilitative culture. The objective is to provide a safe, secure living and working environment for residents, providing opportunities to address behavioural needs, including peer-run training to support them in making more positive choices in their lives.

A CREATIVE USE OF TIME

Individuals at Peterborough are able to learn skilled crafts during workshop activities, as well as academic subjects, with a particular focus on helping learners gain English and Maths qualifications. Those wishing to complete distance learning courses can benefit from the strong links Peterborough has with the Prison Education Trust and Women in Prison and the support they offer.

Female prisoners can engage in creative enterprise in the Jail Birds workshop, producing a range of decorative items, mugs and other products. In the Gaol Graft woodwork shop, male prisoners learn the technical skills of woodworking, crafting garden furniture, planters and bird boxes from scrap pallet wood. Sales of Jail Birds and Gaol Craft items have enabled Peterborough to provide sizable donations to local charities, including Sue Ryder Thorpe Hall Hospice, as well as Sodexo's own Stop Hunger national charity, helping to cement links with the local community.

The art class gives prisoners the chance to express themselves creatively. Peterborough has an impressive history of producing winning entries at the annual Koestler Awards for artwork produced by offenders, secure patients and detainees.

Achievement Days enable prisoners to celebrate their success, sharing a special family visit to enhance the experience. Prisoners are nominated by staff for recognition of accomplishments such as their personal development, supportive behaviour, reading skills development and academic achievement.

Since being commissioned to take part in the UK's first payment by results pilot in 2010, Peterborough has dedicated its agenda to breaking the cycle of reoffending



TURNING IDEAS INTO TANGIBLE RESULTS

Peterborough's innovative approach to providing support for the transition from 'behind' to 'beyond' the gate includes their ground-breaking Outside Links service. Former prisoners are able to access friendly advice and support from the point of release (at the prison itself) and through drop-in advice centres.

The flagship Outside Links centre, conveniently located within Peterborough city centre, provides a vital point of contact and support for those who have been released from custody, helping them to take the first steps towards building a new life in the community.

Working with a range of partner organisations, including the CRCs (Community Rehabilitation Company), Outside Links is able to connect former prisoners with the support they need, helping to reduce the risk of reoffending.

HMP ADDIEWELL

Sodexo Justice moved into Scotland for the first time in 2008, having gained a 25-year contract with the Scottish Prison Service for the design and build of the all-male HMP Addiewell. Since opening, HMP Addiewell has earned praise from HM Chief Inspectorate for Prisons Scotland for the prison's innovation, use of technology, strong working partnerships and 'can do' culture. The prison is a major employer in the local area and its management team is well established at community-based and decision-making forums relating to Safer Scotland priorities.

HMP Addiewell was designed as a 'learning' prison where prisoners can address their offending behaviour and the circumstances which may have led to their imprisonment.

HMP Addiewell provides 40 hours of purposeful activity for each prisoner every week. This might involve learning and skills, jobs and programmed interventions. There is also an effective prisoner peer support model, in which prisoners assist staff in the delivery of classes, programmes, and activities, becoming positive role models for others.

FAMILY TIES STRENGTHEN THE REHABILITATION PROCESS

Family is often a powerful motivator for prisoners and is one of the strongest incentives to resist returning to crime on release from prison. HMP Addiewell's teams understand the importance of the family dynamic and ensure it is integral to everything they do. At HMP Addiewell there is a visitor's centre run in partnership with the Cyrenians and an induction is run for families to help them understand what imprisonment is like and what support and opportunities are available. A Family Strategy Group was also established and families are encouraged to attend case conferences and play an active role in supporting their loved ones.

The prison puts family at the forefront of all activities prisoners are involved in – from initial induction to preparation for release



HMP ADDIEWELL VISITORS' CENTRE

Sodexo Justice Services & Families Outside

Providing

- 1:1 Support
- Help with visiting process
- Travel information
- Guidance on
- Links to Out

SUPPORT AND EDUCATION

The prison puts family at the forefront of all activities prisoners are involved in – from initial induction to preparation for release.

Whilst in custody, family remains at the heart of the learning and skills development process, helping enhance prisoners' parenting skills and preparing them to return to family life on release.

PREPARING FOR RELEASE

Immediately before release, Addiewell's LibRite Centre provides prisoners and their families with an opportunity to review their last minute support needs, via our pre-release programme.

LibRite encourages dialogue with key community partners such as housing, healthcare, social, welfare to work and further education agencies as well as building an appreciation of the value of family involvement.

HMP NORTHUMBERLAND

HMP Northumberland is a category C prison, holding 1,348 male offenders. The prison was created in 2011 when the Ministry of Justice announced that a number of prisons would go out to tender. Sodexo Justice drew on its 20 years' experience to present a development plan for augmenting prisoner services and subsequently was awarded the contract. When we took over the operational management of the prison in 2013, HMP Northumberland became our first public sector facility, and the largest in our portfolio – spanning 425,622m².

HMP Northumberland was originally two separate prisons, which were brought together in 2011, and the size and scale of the operation brought fresh challenges and opportunities. We were able to demonstrate a clear mobilisation plan that encompassed several key delivery milestones for the different stakeholders involved in the transition from public to private prison.

By introducing new IT systems we have been able to streamline processes, reports and data capture methods which has freed up vital staff hours to allow for greater focus on reducing reoffending, this includes the introduction of interactive kiosks which allow prisoners to manage their money, family visits, menu orders and telephone credit. The latest technological addition coming to the prison is the in-cell telephony system, providing prisoners with far greater privacy when making calls to friends and family.



There is a huge drive to increase the scale of production at HMP Northumberland to bring the workshops to full capacity and involve the total prison population



COMMERCIAL ENTERPRISES WITHIN THE PRISON

There are a number of workshops already in place at HMP Northumberland producing quality products and services for external clients. This includes the Textiles workshop, producing wide range of Cut Make and Trim (CMT) garments. Current products are catering coats, food service aprons, shirts, bedding and towels.

The Engineering workshop, which is capable of machining and fabrication of steel products is popular and currently produces security cages, racking, signage frames and security door parts. The Pick and Pack Workshop produces varied

products and order fulfilments for third parties including travel guides, winter care packs, hygiene packs and electrical product assembly. The latest commercial venture is the Digital Print Workshop, housing two large Canon printers and one large format printer available to print brochures, marketing material and posters. The Laundry is a full scale commercial laundry capable of washing up to 500kg per hour and currently washes sheets, bedding, garments and work wear for three prisons. The waste processing centres within the prison are able to separate and sort metals and plastics, dismantle media products and manage internal prison waste.

A wide range of training is available across the prison, which provides learning and skills in a range of activities covering literacy, numeracy and IT as well as vocational training in a range of trades within industrial workshops. For example, prisoners in Engineering, Textiles and the Kitchen are gaining NVQs in manufacturing and catering. High quality training that enables the prisoner to do their job effectively and also recognises and accredits the skills that they have learnt and developed is a crucial component part of the working prison model.

COMMUNITY REHABILITATION COMPANIES (CRCs)

On 1 February 2015 Sodexo took ownership of six Community Rehabilitation Companies (CRCs) as part of the Government's Transforming Rehabilitation (TR) programme. These are:

- BeNCH (Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire)
- Cumbria & Lancashire
- Essex
- Norfolk & Suffolk
- Northumbria
- South Yorkshire

OUR VISION FOR CRCs

Our vision is to reduce reoffending and risk of harm, and improve the quality of life of those under our supervision and care.

We work towards creating a positive future for the people we work with – offenders, victims and their families, communities, our partners and our employees.

We aim to protect the public by delivering effective offender management and rehabilitation services to offenders who pose a low and medium risk of harm. This could mean managing people who have been convicted of crimes such as shoplifting, burglary, harassment, alcohol-related motoring offences and domestic abuse.

Together, our CRCs supervise over 20,500 offenders in the community and 6,200 people in prison at any one time. We give support and advice to help them stop offending, get a job or access training and education, find accommodation, sort out debts and benefits, overcome drug or alcohol addiction and plan for their future.

We work closely with a range of partner agencies such as the National Probation Service (which manages those assessed as posing a high risk of harm), courts, prison service, police, local authorities, the health service and a range of community-based

We work towards creating a positive future for the people we work with – offenders, victims and their families, communities, our partners and our employees



SUPPORTING PEOPLE AS THEY LEAVE PRISON

Our 'Through the Gate' (TTG) services give those leaving prison a seamless journey and support from custody to community, as well as provision to monitor and manage offenders sentenced to less than 12 months. This group of offenders previously had no supervision in the community following release from prison. The TTG initiative was introduced by the government to provide the best possible chance of reducing reoffending.

Through working with a range of experienced partners across the voluntary sector, we are providing high-quality resettlement services at 24 prisons in England.

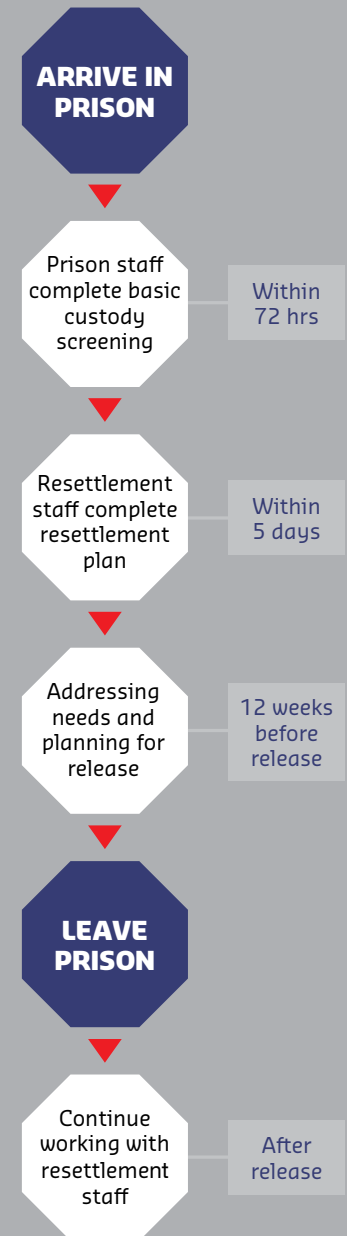
Support includes:

- Help in finding suitable accommodation
- Advice on managing money, benefits and debt
- Help with getting ready for work and finding employment
- Support for sex workers
- Support for victims of domestic abuse
- Other support an offender might need.

We offer a number of Ministry of Justice accredited programmes which tackle offending behaviour such as violence and drink driving. We also provide rehabilitation activities including group work, one-to-one interventions, community integration work and restorative justice where victims and those who have offended can come together to talk about what happened, to help both parties move on and re-build their lives.



A JOURNEY THROUGH THE GATE



Through the Gate aims to give people the best possible chance of succeeding outside of prison

COMMUNITY PAYBACK

Part of our service involves organising and supervising offenders sentenced to unpaid work (known as Community Payback) by the courts. Our staff manage teams of offenders working on a variety of projects in the local communities we serve.

Nominations for work are received from the public, businesses and voluntary organisations who need help with tasks such as painting, gardening, cleaning and renovation work.

Community Payback not only gives people the opportunity to 'pay back' communities for the crimes they have committed, it also give offenders a routine, the opportunity to learn new skills and work as part of a team which can all help to change their behaviour so they stop re-offending. Employment is a key factor in reducing reoffending. Individuals who are diverted away from crime and into employment can then make a positive contribution to their local communities.

We also provide services and interventions relating to curfew monitoring, residency requirements, attendance centres and exclusion zones, foreign travel prohibition and requirements for alcohol treatment, drug rehabilitation and mental health.

There is great emphasis on collaborating with partner organisations, widening the support available to offenders and providing them with a better continuity of service throughout their sentence.



QUALITY OF LIFE

Sodexo is a global integrated facilities management company that works in partnership with corporate and public sector clients.

Our purpose is to improve the performance, efficiency and value of organisations, while at the same time maximising our positive social impact.

Around the world we achieve this outcome, for businesses, hospitals, universities, the armed forces, prisons and other public services. Wherever we operate we are committed to improving quality of life through – amongst other things – delivering better services more cost effectively.

428,000 employees

the world's **19th** largest employer

operating in **80** countries

on **33,300** sites

€18 billion annual revenues

34,000 employees in the UK & Ireland

2,300 UK & Ireland sites

over **50%** of our UK business is in the public sector



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