



National Offender  
Management Service

# **Creating Safe, Decent and Rehabilitative Environments:**

From local innovation to whole  
system improvement

**Gill Attrill** National Offender Management Service, England and Wales



# National Offender Management Service

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**150,500** offenders under probation service supervision in the community

**84,500** people in prison

**135,000** new prisoners each year

**800,000** prisoner movements annually

**1** National Probation Service

**21** Community Rehabilitation Companies

**104** Public sector prisons providing 82% of prison places

**14** Privately operated prisons

**4** Immigration Removal Centres

**1,120** commissioned beds for young people under 18



# NOMS Commissioning Intentions:

Ensure a safe, decent environment and rehabilitative culture

Strengthen integration of service delivery between partners

Ensure delivery is evidence informed, efficient and quality assured

Ensure delivery is matched to population, purpose and NOMS outcomes

Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes

**Efforts are made to ensure offenders experience the environment as safe.**

**There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.**

**All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.**

# Evidencing the difference a safe and decent culture can make

**A safe and decent culture is essential for prisoners to be able to have the headspace needed to think about personal transformation.**

**Poor prison conditions increase criminal behaviour.**

Tougher prison conditions (noise, dilapidation, dirtiness, clutter and lack of privacy) correspond to significantly higher rates of prison violence, independent of staffing factors or security level (Bierie, 2012)

For some **imprisonment is inherently painful and damaging**; due to separation from families and social networks, stigma & labelling, anti social subculture & norms, a lack of activity and curtailment of autonomy

There is a strong relationship between overcrowding and higher reconviction rates, taking the predicted rates of the prison population into account (Farrington & Nuttall, 1980)

# Rehabilitation

## **Promote desistance and reduce risk:**

- See engaging offenders in change as an important objective
- Convey hope and optimism that change is possible
- Demonstrate and teach thinking and behavioural skills
- Build strong relationships that demonstrate genuine care
- Enable offenders to set and work towards goals for changing their lives
- Ensure staff actively listen
- Provide effective interventions to address criminal thinking, attitudes and behaviour, address drug and alcohol issues
- Provide a variety of resettlement and training services that improve prospects for housing, employment, income and social relationships with people not involved in crime

## **Mitigate aspects that might lead to increased offending:**

- Disruption to relationships
- Impact on identity
- Labeling
- Antisocial culture (bragging about crimes, sharing criminal skills)

# 'Every contact matters'

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## Attitudes

Low punitiveness

High Redeemability

## Skills

Motivational

Pro social modelling

Reinforcement

Problem solving &  
consequential thinking

Cognitive Restructuring

# The features of a rehabilitative prison – A hierarchy





HMP FEATHERSTONE

# SENIOR MANAGEMENT TEAM

CORPORATE SERVICES • SECURITY • RESIDENTIAL SERVICES • SAFETY • REDUCING RE-OFFENDING • OFFENDER MANAGEMENT • BUSINESS DEVELOPMENT



**MAKING EVERY CONVERSATION COUNT**

## WHAT WE DO

We work collaboratively as a leadership team to provide strategic oversight across the functions. We ensure that our people have the management support and guidance needed to enable them to deliver to the best of their ability. We ensure delivery against the SLA and strive to protect our good reputation and make continuous improvement wherever possible.

## COMMISSIONING INTENTIONS

### THEME 1

Enhance public protection and ensure a safe, decent environment and rehabilitative culture

### THEME 2

Strengthen integration of service delivery between directly funded, co commissioned providers and wider partners.

### THEME 3

Deliver an efficient quality service

### THEME 4

Ensure delivery is matched to population, purpose and NOMS outcomes.

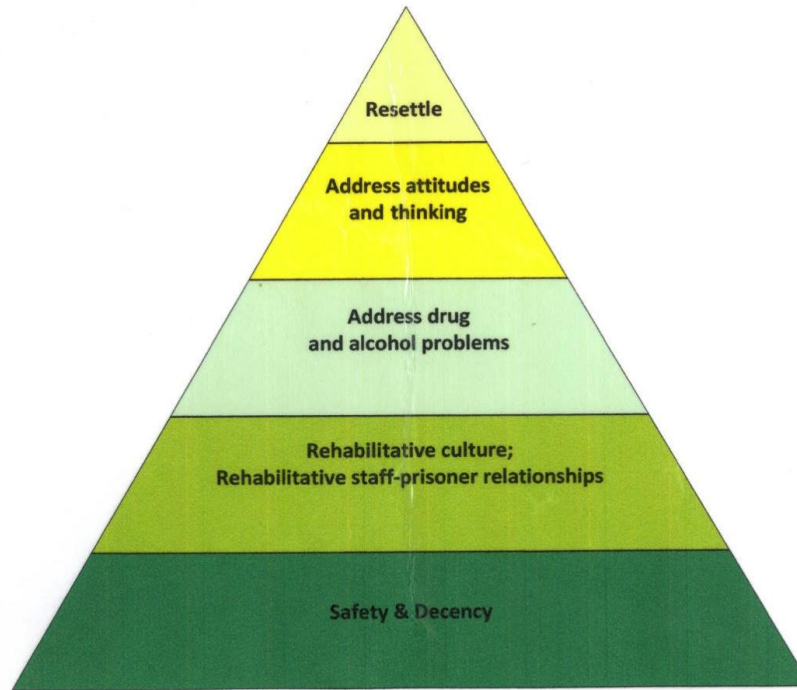
### THEME 5

Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes

### THEME 6

Deliver priority national and specialist services

"HMP Featherstone was a very positive establishment. It did very well what other prisons sometimes find difficult – the more intangible qualities of culture, relationships and leadership" - Nick Hardwick, HM Chief Inspector of Prisons



## TEAM OBJECTIVES

Use Every Contact Matters to promote the features of a rehabilitative prison and deliver outcomes in partnership with other agencies, with a range of opportunities for growth and positive change.

HMP Featherstone will work to continuously improve multi-disciplinary staff and offender engagement. We will do this by promoting and developing positive interaction between staff and managers.

Ensure offenders experience a safe environment by developing the system of prisoner reps as a wing contact point and to gain information.

Maximise investment of all partners and providers delivering services for offenders at HMP Featherstone and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. Including DWP Work Programme, NHS England, the local authorities and OLASS 4.

Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.

Ensure that relevant individual needs are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence to sequence and adapt service to individual need.

Increase the amount of commercially driven work and develop the scope of activities.

### Resettle

A place where offenders receive help with housing income, employment, family relationships, training, health and education.

### Address attitudes and thinking

A place where interventions are available to help offenders develop skills for thinking and managing emotions.

### Address drug and alcohol

A place that supports and helps offenders to break bad habits that lead to offending.

### Rehabilitative Culture

A place where staff are valued because they support and encourage offenders to do well. A place where offenders try their best. Staff and offenders are respectful to each other.

### Safety & Decency

A place where offenders feel safe and are not looking over their shoulder. A place that is clean, calm and respectful.

# Encouraging and evidencing local innovation

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Training staff in desistance, new skills and behaviours

Peer support roles

Offender led Information points

Mediation & conflict resolution

Violence reduction

Tackling illicit economies and debt reduction

Response to drug taking, including legal highs

# Staff training and development

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Local Innovation:

## Reflective supervision

- Moral conversations

## Five Minute Interventionist

- Using everyday interactions to make a difference

# FMI Outcomes

## For staff

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- Quicker to praise
- Enhanced empathy
- Improved relationships – prisoners and staff
- Shown more respect
- Getting things done
- Became more rehabilitative
- **Increased job satisfaction**

## For prisoners

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- Less impulsive
- Better thinking skills
- Greater hope about their ability to change
- Changes to behaviour (e.g. managing anger, apologising to others, writing their own applications)



## Rehabilitation Oriented

True Carer/Limited  
Carer/Humanitarian/Rehabilitative/Pre-  
rehabilitative



## Discipline Oriented

Old School/Disciplinarian



## Conflicted

Conflicted/Frustrated



## Disengaged

Damaged withdrawn/Alienated mortgage  
payer/Disengaged



## Damaged - Dangerous



# 'Wise' interventions

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Ordinary - much like everyday experiences

Brief

Require precise understanding of peoples' psychological reality

Alter a specific way in which people think or feel

*The New Science of wise Psychological Interventions (2014)*

*Walton, G.M; Current Directions in Psychological Science 2014 23:73*



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# Thank you for listening

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