



Refocusing prison

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Introduction

- SPS engaging in transformational change,
- Today about Greenock prison,
- Refocusing the prison....relationships and individual support.
- The criticality of the role of the Prison Officer,
- Targeted support through and beyond prison
- Community connections....

Background

- HMP Glenochil 1988,
- HMP Greenock April 2010,
 - Size,
 - Diverse population,
 - Very experienced staffing group,
 - Local people,
 - Reachable communities.



Main Issues we faced:



- Knowing who we cared for.
- ‘Relationship Capital’ - Expanding our capacity to influence others.
- Refocusing the process of case management on short-term sentences,
- Supporting people *beyond* the gate....
- Understanding required community connections and networks.

Knowing your population:



Where we were

- Very sound, real time knowledge – but no analysis,
- Lost on liberation...
- ICM not used to collate or review..
- No IT aggregation possible..
- Knowledge in the 'here and now'.

Where we got to

- C/Screen used.
- All people complete on admission.
- 3 Year data picture in place
 - Demography
 - Service needs
 - Key characteristics..
 - Used:
 - To Inform regime
 - To influence org relationships

Case management and 'relationship capital'

Relationship Capital

- Misunderstood role,
- Ref point usually TV – but much, much more..
- Prisons structured on rules but they operate around relationships....
- Relationships excellent – but exclusively prison focused ?



Case Management

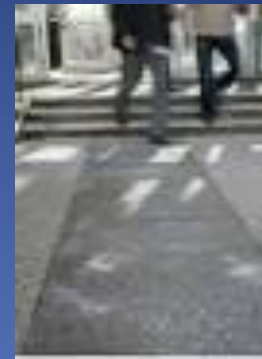
- ICM positive approach.
 - Directs through prison and beyond,
 - Multidisciplinary,
 - Single-point case manager,
 - Post custody support.
- Does it do enough for short term prisoners?
 - Early assessment, no ownership,
 - No single point,
 - Centralised,
 - Dislocated from prison officers.....

Case management and relationship capital...New approach

- Single point support for all prisoners,
- De-centralised all aspects of case management,
- Deliver through case management lead,
- Deliver outcomes which are reviewed monthly,
- Re-focus the relationship paradigm within the prison – ‘prison and people focus’,
- Enhanced the role of the officer and benefits to the culture/safety of the prison.



Beyond prison itself...



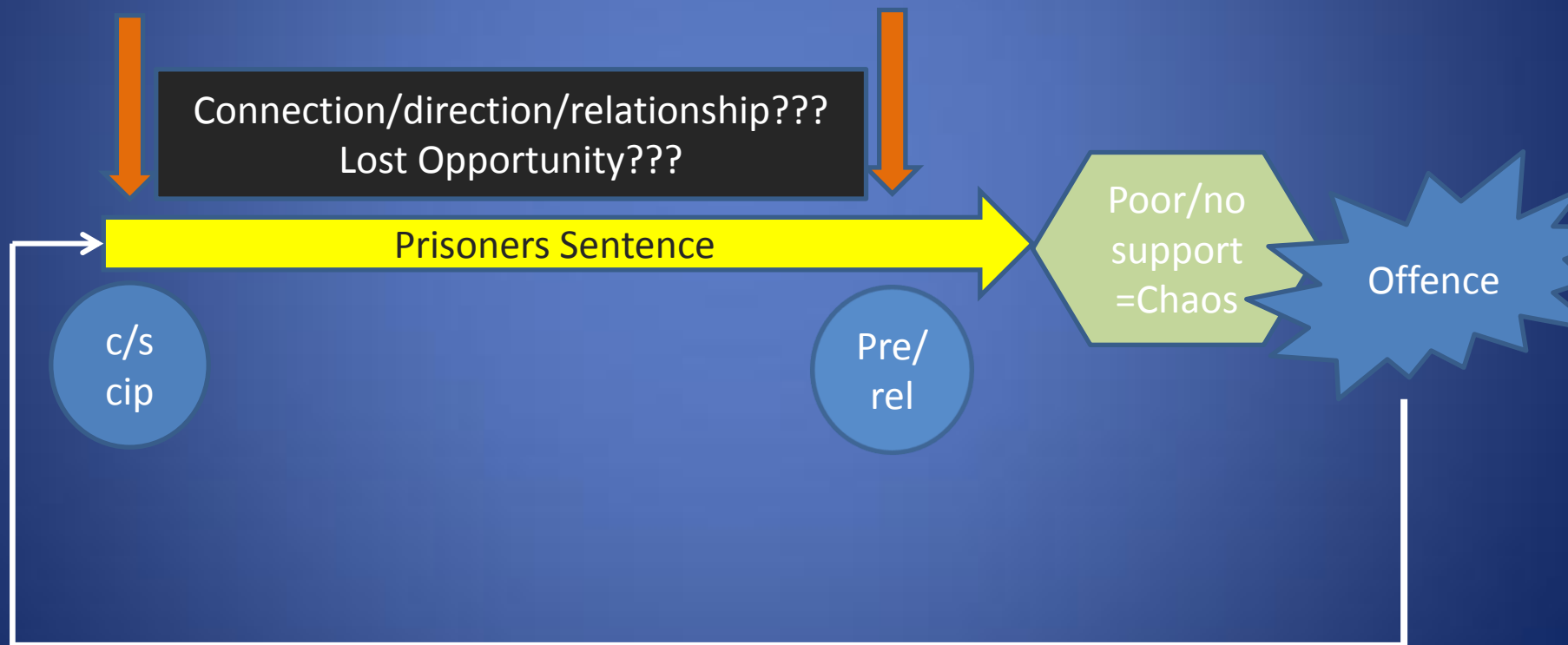
What we found

- Many people returning,
- First few weeks difficult,
- Lack of service or support,
- Challenge, too difficult or..
- Old habits die hard..
- Influence in shaping behaviours in prison – then what...?
- Excellent community services – could we help...?

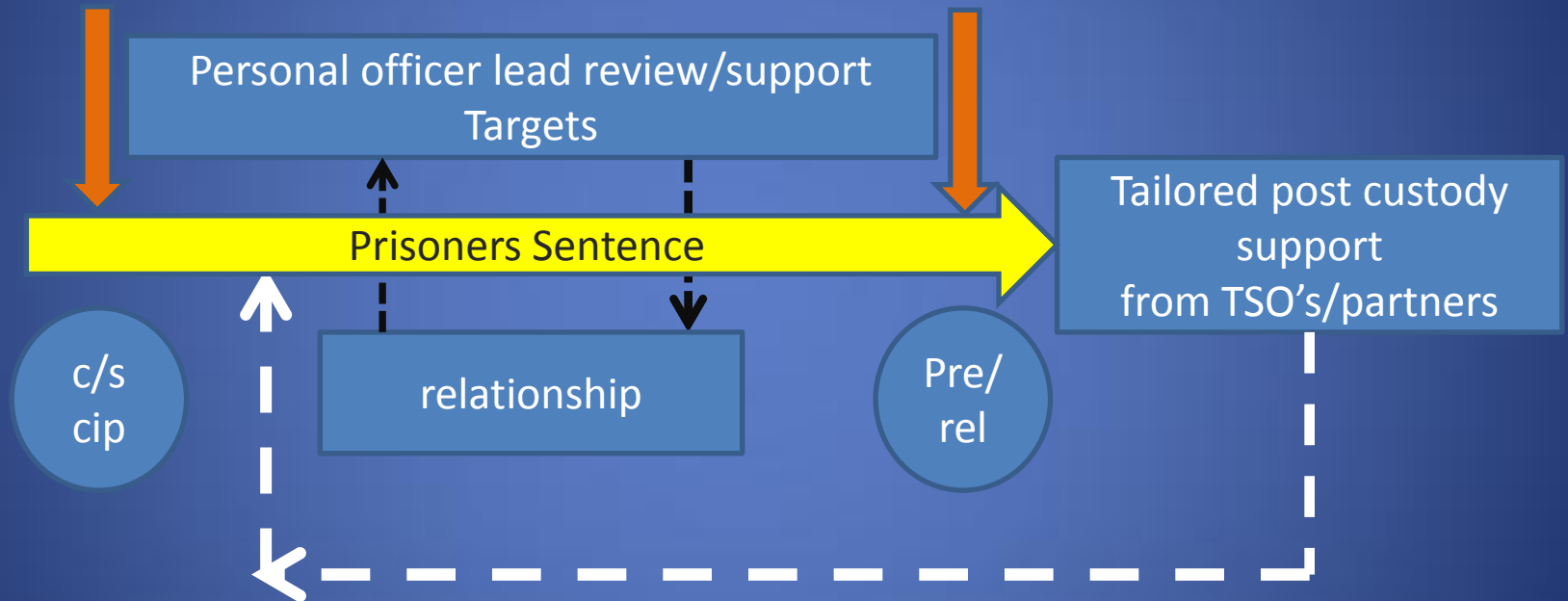
What we developed

- Throughcare Support Officer.
- Linked directly to prison based outcomes,
- Tailored into throughcare needs,
- Focused on first few weeks post custody,
- Practical and advocative
- **Collaborative** – not competitive...
- Our influence used to support community service uptake.

Our practice (STP's)



What we now offer



Community connections..

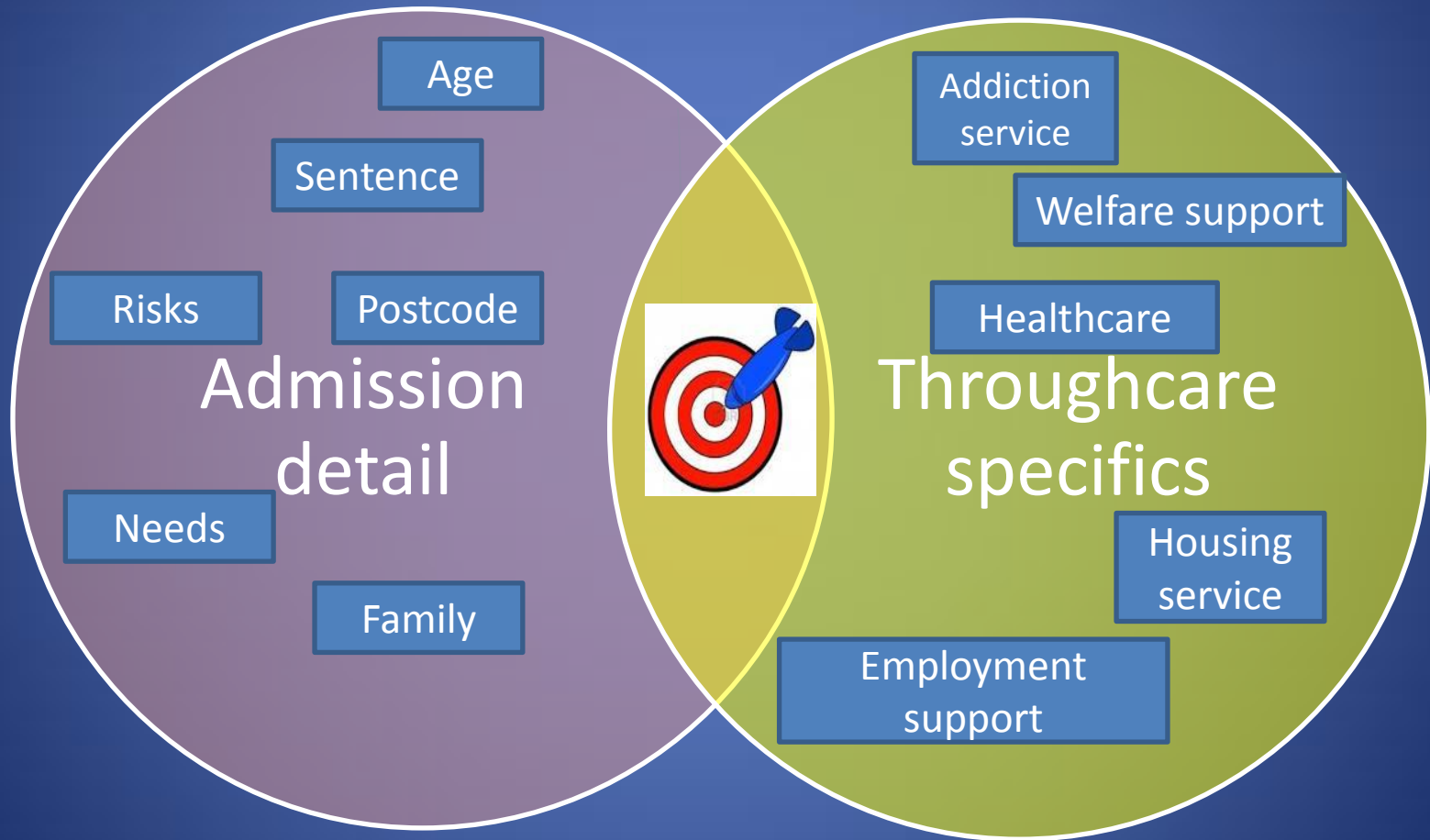


What we found

- Good partnerships in place.
- CJA
- Local Authority/ CJSW
- Police
- Third sector
- Demography and issues or location of prison?
- Evolving service connection issues (TSO's)

How we expanded

- Three year data picture now in place.
- Evolving flavour and geography of TSO support.
- Both used to map out issues and service and to influence and expand community connections.



Conclusion

- HMP Greenock = high performing + positive culture which embraces change.
- In-depth knowledge of the surfacing issues and demography.
- Single-point connection now at prison's core.
- TSO's and post custody now embedded in culture.
- Detailed awareness of community partnerships.