

HMP AND YOI DRAKE HALL.

#### **Foreword**

I'm privileged to be working with HMP Drake Hall to nurture a long-term positive culture of employment and to build tangible links between business and the prison.





#### Free yourself

I was first introduced to Drake Hall in 2019 when I was asked to speak to a number of the women about my own life journey, and how "freeing yourself from history and convention makes anything possible".

I arrived in the UK at the age of two as part of the Vietnamese refugee boat people and experienced social exclusion and economic hardship; living in social housing, where no member of my family nor my parent's circle of friends went to university. I know that housing and education are factors that can influence the risk of offending and re-offending. I know that housing and education are factors that can influence the risk of offending and re-offending; I'm conscious with a few wrong choices, my own future could have easily been very different.

#### Purpose

HMP Drake Hall is a progressive resettlement prison that promotes a culture of hope and aspiration to the women it serves, provides life skills and professional qualifications to support their release and their reintegration. The role of the Employment Advisory Board is to offer a renewed sense of purpose to the women, in the form of meaningful work and job opportunities.

The aim of this employment strategy is to share Drake Halls vision, goals, how we intent to deliver on the strategy and how we will measure success.

### Benefits of employing ex-Offenders

The benefits to employers who choose to engage with this relatively untapped source of talent is huge. As existing employment partners such as Halfords, Veolia and DHL have realised, many women at Drake Hall are fully supported, trained and motivated to make a positive contribution to society.

In today's record low levels of unemployment, coupled with high levels of unfilled vacancies, the demand for talent is set to remain high. And so, as we ask these women to free themselves from history and convention, businesses can benefit from doing the same and reaping the rewards of such an approach.

#### **Hoa Ngo**

Chair, Employment Advisory Board, HMP Drake Hall

Managing Director, Comensura UK





#### **Foreword**

Employment is recognised as a key building block of society and giving hope to a woman who is sentenced is key to rehabilitation.

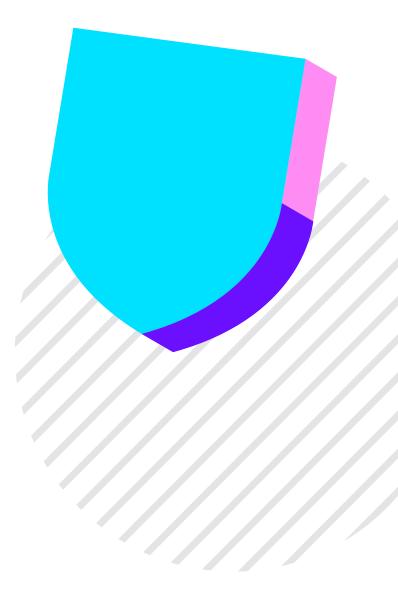
This strategy will enable all of our women to gain hope that employment is a viable option for them, this will impact on their lives and their families

We want to build on the relationships we currently have with stakeholders to increase the number of women moving into employment post release. There are roles which are difficult to recruit to in the community, we want to fill those gaps by tailoring the curriculum to provide women with the skills and qualifications required. We do have untapped talents amongst our women here at Drake Hall and my aim is to free the talents and direct them to employment.

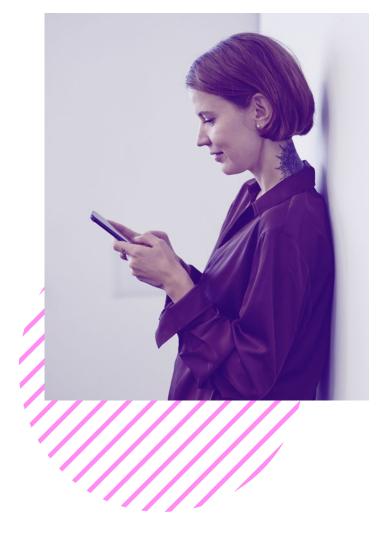
Carl March Governor – HMP / YOI Drake Hall







### Contents



Foreword	2
Introduction	4
Hope, Purpose, Refocus and Rehabilitation	4
Reach Full Potential	5
Equalities Statement	<del>6</del>
HMP Drake Hall's Core Values	6
Intent	7
Implementation	8
Preservation of Employment	9
Culture of Employment	9
Preparing for Employment	10
Employment Hub and Employer Engagement	1
Outwork and The Open Unit	12
Through the Gate Feedback	12
Impact	13



Key Influencers	14
Role of People Plus	14
Role of an Instructor	14
Role of a Keyworker	15
Role of a DWP Work Coach	15
Role of the Prison Employment Lead (PEL)	15
Role of IAG	16
Role of the Resettlement Team	16
Role of New Futures Network	16
Role of a Peer Mentor	16
Our Assurance	17
Assurance Meeting	17
Employment Advisory Board (EAB)	17
Quality Improvement Group (QIG)	17
Curriculum Review Meetings (CRM)	18
Partnership Delivery Review (PDR)	18
Employment Partnership Board (EPB)	18
Sequencing Meeting	18
12-Week Tracker	18
Our Priorities	19
Case Study	20



#### Introduction

HMP and YOI Drake Hall is a female resettlement prison located in Eccleshall, Staffordshire. It supports up to 340 women from all parts of the UK, who are serving a range of sentences up to life for a variety of offences.

become a local prison and the new build will house 78 women closed conditions including remand and 25 women in an open unit. Apart from the increase in women, it will bring new challenges such as preserving employment or education for those who are at Drake Hall on remand.

#### Hope, Purpose, Refocus and Rehabilitation

There is also unique living accommodation outside of the prison which houses up to 25 women who live and work independently in the local community.

A new build project has been commissioned due to complete by 2025. This will transition Drake Hall to

As a resettlement prison, it is our priority to ensure that all women are **exposed** to an enabling environment. which portrays a culture of employment, hope, purpose, refocus and rehabilitation. All education, interventions and activities are sequenced throughout a woman's journey to give opportunity to gain qualifications and employability skills in preparation for release whilst addressing offending behaviour.









#### **Reach Full Potential**

Every woman should have the opportunity to develop and progress to their full potential by being a part of a culture that is filled with hope and aspiration. Drake Hall's environment can influence behaviour, promote positive employability skills and develop women to achieve their goals back into the community. We foster an enabled environment as vehicle to achieve these goals.

This strategy has been designed to work seamlessly with partners and employers to support a woman's individual plan into employment, training or education (ETE) on release.

This is achieved through:

- >>> Building a culture of employment
- **Effective assessment of individual risk including** input from a multi-disciplinary team consisting of POMs and IAG as an example
- >>> Supportive management of the women
- Positive relationships between the woman and their keyworkers
- >>> Providing effective interventions for rehabilitation
- Bespoke preparation for employment
- Effective partnership working
- Strong links with the community
- Promoting the outwork scheme and the open unit
- >>> Through the gate feedback.

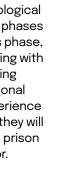
The woman's time in custody is divided into phases, which forms part of the custodial journey and their personal development. These phases are:

- Functional skills assessment and skills action planning
- >>> Offender behaviour programmes
- **>>>** Education and training, including vocational qualifications
- **Employment**, including development of industry related qualifications and soft skills
- Pre-release (evaluation, implementation and delivery).

While each phase is likely to follow a chronological path, it is possible to progress through the phases whilst still completing work for the previous phase, where it is clear women, are actively engaging with their sentence plan. In addition, those serving a short sentence may progress from functional skills to pre-release while gaining work experience and skills. Where a woman is not engaging, they will be encouraged to do so by their keyworker, prison offender manager and work party instructor.

Woven into the woman's journey at Drake Hall is the ten pillars of Enabled Environment. These are:

- **Boundaries**
- Belonging
- Communication
- Development
- Involvement
- Safety
- Structure
- **Empowerment**





#### **Equalities Statement**

Her Majesty's Prison and Probation Service is committed to fairness for all. We treat our staff properly and ensure equality of opportunity. We deliver our services fairly and respond to individual needs. We insist on respectful and decent behaviour from staff, offenders and others.. We recognise that discrimination, harassment and bullying can occur and we take prompt and appropriate action whenever discovered.

HMP Drake Hall's Core Values



Our values are
'To foster and embed an
enabled and safe community
for all, value and care for each
other – communicate openly
and transparently and act
with integrity – look to
the future with hope
and innovation.'

HMP Drake Hall demonstrates procedural justice and its four key principles. Procedural Justice influences people's respect for and compliance with rules and authority. The four key principles are:



Voice



Respect



Neutrality



**Trustworthy Motives** 

Drake Hall fosters a culture of 'Creating Hope' for our women through engagement with purposeful activities and organising events throughout the year that women can look forward to and engage with. Some of these activities include raising money for external charities and creating a sense of belonging.

A smarter way to work. »





Employment Strategy.

### Intent

HMP/YOI Drake Hall recognises the importance of education, training and employment, which can support a woman's personal development. It can help build an identity and create better opportunities for her and her families on release.

We believe that creating a culture of employment and opportunity along with providing support, can lead to sustainable employment in the community. Our intent for creating education, training and employment opportunities for women on release on temporary licence (ROTL) or release to create a need focused workforce who can develop their educational and practical skills to lead to sustainable employment. We will do this by:

### Promoting and embedding an environment

of hope, choice and opportunity within the provision and the culture

#### >>> Preparing women for employment:

Provide purposeful activity that enables women to develop skills in prison which can lead to employment opportunities on release, minimising skills gaps in the community. Individual support needs are identified at the earliest opportunity and an effective learning plan put in place

#### >>> Use of the Employment Hub:

Working closely with New Futures Network who will support with employment opportunities for women

#### **Employer Engagement:**

Create effective partnership working with new and existing employers and key stakeholders

#### Promote the outwork scheme:

Through embedding this work with the Ten Pillars of Enabled Environment, this creates a sense of hope and purpose for the women to go on to gain employment to better their future prospects.



Through embedding this work with the Ten Pillars of Enabled Environment, this creates a sense of hope and purpose for the women to go on to gain employment to better their future prospects.





### Implementation

The Reducing Re-Offending Team (RRT) works closely with offender management as well as partner agencies, playing lead roles in Pathway 2: Education, Training and Employment. The primary partner agencies are:



People Plus, adult learning provider



**New Futures** Network (MOJ), employment brokers



**DWP Prison Work Coach,** support with financial independence and further education, training and employment



Staffordshire Library Services, library services provider

IAG, careers advice provider





Commercial stakeholders who offer employment opportunities:

































#### Preservation of Employment

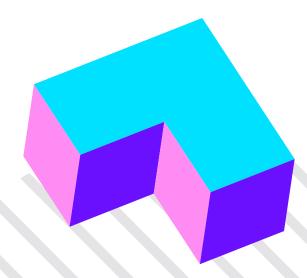
As the capacity of Drake Hall increases, this will create a different challenge. We will have women on remand and also those on short sentences who will be released to the surrounding area of Cheshire. With women on short sentences and those not currently sentenced, it will be necessary to build relationships with employers who employed the women prior to custody. This will guide and where necessary enable them to move back into the job role available to them, post release. This process can and will apply to women who are enrolled on and attending educational courses prior to coming into custody.

#### **Culture of Employment**

At Drake Hall, we endeavour to engage 100% of the population in purposeful activity. We are committed to ensuring that learning takes place at the right time in a woman's sentence, starting with basic skills in the early stages of the sentence and with the acquisition of work skills as the woman nears release.

Our aim is to create a culture of employment which is promoting positive attitudes and thinking towards future career goals and job prospects. This will be done throughout progression in the work area, starting from their first day in the work area to encourage women to improve employability. On the workplace induction, women will be shown Know Your Worth Boards which illustrate career prospects in that field. The work parties will record key employability skills, track progress and set targets in the National Progress in Workshops Document.

Women will learn through language used by the Instructional Officers (IOs) that tasks they are carrying out are not just for now but are transferable skills which will aid their progress to their career goals post release. The Employment Hub will be essential to this through the promotion of live vacancies and the support from IAG within the environment.





**Employment Strategy.** 



#### **Preparing for Employment**

Individuals will not necessarily be work ready, therefore making it essential to provide a bespoke plan to

To help break down any barriers that may exist from school education, engagement begins on induction where everyone undergoes a Basic and Key Skills Builder English and maths assessment and diagnostic, completes their Digital Personal Learning Plan (DPLP), chooses a career pathway, gains a log in to the virtual campus and begins building their own CV. The needs of all our women are assessed on induction and each woman has an initial education assessment which determines their learning level, all women engaged with learning through People Plus are issued with a Personal Learning Plan that uses the initial assessment carried out by the college to outline individual targets and set key milestones for achievement in their career choice.

To ensure that the provision meets with the needs of the population, the prison has developed the Sequencing Policy to ensure it is embedded in the heart of the prison regime. Through the sequencing and allocations meetings, women are assigned to a course or work placement with input from education, POMs, keyworkers and IAG. This ensures we up skill the right women, at the right time in their offender journey to maximise their potential upon release. We do not want women working in areas or completing courses that will be of no benefit in their career pathway or long-term goals.

The timeline guide below is used to assess what needs can be met during the woman's time with us and where appropriate, supports referrals to continued learning on release. Whilst the DPLP is opened initially by the IAG provider, it draws information from CURIOUS onto the digital prison system platform so keyworkers, instructional officers and other key stakeholders can see the progress and goals to support and guide women through their career progression. Wherever necessary and using the Progress In Workshops document as a live document to monitor and evaluate progression through a woman's sentence.

Approx 3-6 months	From arrival until final release	6 months until end of sentence	3-6 months	+
Assessment & Basic Skills (Needs Based)	Developing Pro-Social Life & Work Skills	Vocational Skills & Re-integration Planning	Pre- Release	Release & Re-integration
Including L2 functional skills.	Including soft work skills, eg. compliant behaviour, timeliness, good attendance and preparation for outwork / rootle / release.  Complete educational courses and training required to meet their targets on their journey to sustained employment.	Incl. hair & beauty, catering, warehousing, bike technician, etc.  Work experience / community visits (if eligible for RoTL and actively addressing sentence plan).	Needs based.	Continuing to use skills gained while in custody.

#### **Risk Interventions**





It needs to be considered that not all women are ready for employment when they are released from custody, some women want to go back to being mothers to their children. We will continue to engage the women with purposeful activity and cement the platform with skills that they will be able to use when they are ready to move into sustained employment.

There is a Prisoner Banking Policy which will be implemented and embedded by the new business administrator. This will ensure women have a bank account before release in readiness for employment. This will also apply to those who will be working on ROTL.



### Employment Hub and Employer Engagement



The Employment Advisory Board (EAB) will be essential to connect employers with Drake Hall. The board will meet quarterly but initially on a more regular basis. We will link with other EABs to share examples of best practice to provide better outcomes for women.

Job fairs will be held within the establishment where prospective employers can visit Drake Hall and promote their industry and specific jobs women could and can apply for, ready to start either upon release or via the ROTL outwork scheme. Employers will be shown the Halfords Academy as it is the model we would like to replicate with other employers as this is seamless to the community. The expectations of employers will be discussed in the beginning and will our expectations of what will be offered to the women. A three-step process consisting of being Ready, Active and Working may be imperative in specific roles.



#### Ready

These covers breaking down the barriers of prison and engagement with the role.



#### **Active**

Where women will be working on a two-week trial to assess their suitability and capability to the role.



#### Working

The women will be buddied up with another colleague who will offer support and guidance for a period of four months.



#### Outwork and The Open Unit

Drake Hall has an Open Unit with a capacity of 25 women. We also have up to 40 women going to work on ROTL. To increase and sustain this, we will engage with the Offender Management Unit and the Outwork Department to identify individuals who are categorised as open status and those moving to the open unit.

Using the skills developed in custody, employment in the community will be sought by the Outwork Department. The individuals release area will be considered to ensure that the transition from custody to post release will be as seamless as possible.

There are also voluntary opportunities for women who are eligible for ROTL at placements such as House of Bread and Staffordshire Women's Aid. This can be used as a steppingstone into paid employment to learn the soft skills of punctuality, teamwork, customer service and working independently to enhance their CV.

**Employment Strategy.** 

#### Through the Gate Feedback

Through the Reducing Re-Offending Partnership (RRP) meeting, anomalies in the data will be identified with employment on release. To improve the accuracy of information, we will create positive working relationships with community offender managers (COMs), who will provide updates and utilise existing links. This includes commercial stakeholders such as Halfords as they can provide information on how the women, who have transitioned from the Halfords Academy to Halfords stores in the community.

The 12-week tracker records information regarding women due to be released in the next 12 weeks and contains dates regarding when they will be 6 weeks from release and also 6 months after release. The data recorded includes information of their address on release, if they have a birth certificate and bank account, if they are employed and if any referrals have been made to organisations such as the Shaw Trust.











### **Impact**

By giving every woman an individualised career and learning plan, Drake Hall instils hope and direction and skills to reduce their risk of re offending.

The impact of the curriculum and skills learnt will be monitored through the self-assessment process, quality improvement group (QIG) meetings, needs analysis, curriculum reviews and the establishments partnership board. The curriculum will be responsive to the women's needs and any labour market information, ensuring that the lessons learnt from post release data are reflected.

Where any department identifies a gap in provision or would like to introduce a new intervention, a representation can be made to the RRB where consideration is given to how the gap can be filled or whether the activity will benefit the current population.

All interventions in the prison are monitored through the RRB/Sequencing Meeting. This will ensure that the appropriate intervention is completed at the right time in the woman's journey and to reduce duplication of provision. In addition, care is taken to ensure whenever possible women's activities do not clash or affect attendance.

Meeting the needs of our women will include both functional and practical qualifications, built into the individual's Personal Learning Plan. The Resettlement Team continuously improve the provision by working with both national and local partners to provide work experience and paid employment to those on ROTL and release opportunities in the community. As we releases nationally, we have strategically built relationships with national companies in key sectors, in order to support sustainable employment in the community upon release. This element of the Employment Strategy is monitored through the Employment Partnership meeting, EAB and RRP meeting.

Drake Hall holds monthly Employment Partnership meetings that look at all women in their last twelve weeks of custody which will feed into the EAB. These meetings ensure that the women are supported with their accommodation and ETE needs during their time in Drake Hall and post release. A third of organisations state that they are unable to address skills gaps which is likely to have a knock-on effect on productivity and performance. Employers can tap into the ex-offender talent pool to resolve skill shortages, as well as helping prisoners and ex-offenders get their lives back on track.



### Key Influencers

Education and employment is a priority, especially as they are key element of successful rehabilitation. We know that we need to have good working relationships within our own organisation and everyone at Drake Hall has an opportunity to positively influence women in its care.

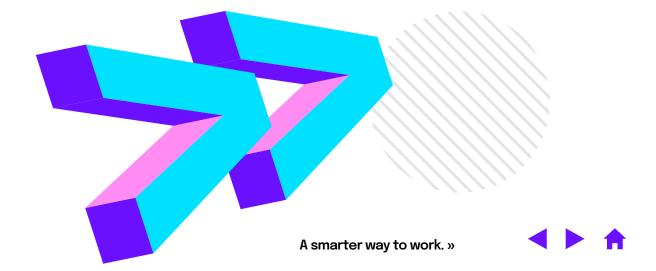
There are roles that both partners, staff and peers provide that support women's Personal Learning Plans. The key influencers will identify negative and positive behaviour, set goals to develop women skills to hopefully gain successful employment opportunities on release.

#### Role of People Plus

People Plus work in close partnership with Drake Hall to continuously review and deliver the curriculum throughout the prison. The curriculum is both responsive to the national labour market information and needs of our women. People Plus offers a wide spectrum of vocational training, including Level 3 and 4 qualifications which links to pathways within the industries, creating real employment opportunities on release. People Plus recognise that it is important to impress on women the transferable skills they are learning while in the classroom and workplace which link to both employability and life skills. People Plus have a holistic approach to a woman's journey, having a clear understanding that their role is not just about qualifications, but supporting both an employer and woman's needs.

#### Role of an Instructor

The role of a workplace instructor is to promote a culture of employment and provide women with clear direction of what is required of them during the working day. This will provide the women with practical skills which will enhance their employment opportunities on release. Functional skills are embedded into the workplace to impress on the women that they are still learning, even when they aren't in a classroom environment. Most of the workshops within the establishment deliver a suitable vocational qualification which some of our instructors deliver. The instructor becomes a role model to our women, adapting their skill to meet each woman's individual need. This includes creating work habits, encouraging punctuality, good customer service and to instil a routine of work.



#### Role of a Keyworker

The purpose of the keyworker role is to promote a rehabilitative, trauma-informed culture, through constructive staff - prisoner relationships. Keyworkers will foster positive behaviour in our women through pro-social modelling, dynamic security, consistency, guidance and appropriate challenge. Keyworkers will encourage women to identify their offending behaviour, needs and provide support in addressing them, as well as identifying their strengths and goals, giving hope for a meaningful future.

#### Role of a DWP Work Coach

The role of the DWP Work Coach is to help to identify those who are work-ready and help women who need support with setting up appointments post release for PIP, Universal Credit and other benefits. They will provide help and advice on writing CVs and to prepare women to apply for employment. To gain information to update the 12-week tracker, the Work Coach will make appointments making contact at the 6-week and 6-month point.

#### Role of the Prison Employment Lead (PEL)

The role of the Prison Employment Lead is to identify work-ready candidates and prioritise actions and services to ensure women achieve their work readiness. This is done through the management of the Employment Hub which is the equivalent of a job centre in a prison, and centralises employment services and promotes live job vacancies. They will organise regular opportunities for New Futures Network and other stakeholders to bring employers into Drake Hall and to facilitate prisoner forums. They will also match work-ready candidates to suitable vacancies that have been supplied by New Futures Network and other employment stakeholders. The PEL will liaise with Community Offender Managers (COMs), to ensure that leavers who require further support on release are signposted to ETE, Community Rehabilitation Services (CRS) who can continue to support them to meaningful sustained employment.











#### Role of IAG

The IAG provision currently in place provides personalised guidance for women throughout the life cycle of their stay and beyond. During the induction stage, the women will complete a Prisoner Learning Plan (PLP) in order to identify career aspirations, so that education and personal development opportunities can be aligned.

SMART targets will be set to maintain PLP momentum and reviewed after 6 weeks to understand progress and next steps. The target is to ensure all women have a PLP and for those with longer sentences, these will be reviewed annually to ensure the PLP remains relevant.

Outside of prison-based education, the IAG team will support women interested in distance learning courses typically via Open University or the Prison Education Trust (PET). This includes managing all relevant application paperwork, funding and ensuring the woman has access to all course resources required.

Working closely with other internal teams, IAG will also engage with the women within 12 weeks of their release to ensure any outstanding actions or concerns are fed into the relevant departments to aid an effective release. This includes supporting with CV and disclosure letter creation, providing interview tips and providing job search information. Post-release, women will also be contacted during the first 6 weeks, then monthly for 6-months to aid integration into respective communities and to signpost women to relevant 3rd party support organisations if needed.

#### Role of the Resettlement Team

The role of the Resettlement Team is to provide both practical and emotional support for women on ROTL and those within their last 12 weeks at Drake Hall. The Resettlement Team will work closely with partners to secure sustainable outcomes including employment on release, accommodation and family ties. The Resettlement Team have a critical role in providing communication between the open unit and employers. They will maintain and generate new relationships with both national and local employers to provide better outcomes for women and their families.

#### Role of New Futures Network

New Futures Network aims to be a practical resource for prison leaders and those working in and around prisons to see employment opportunities for women on ROTL and release.

Their role is to act as an informed and honest broker between prisons and all potential partners, local and national, in the private, public and voluntary sector and to drive new approaches to prison leadership and innovation. Finally, they are to provide a bridge between practice, development and policy and improve the mechanisms for sharing evidence, experience and success across justice services.

#### Role of a Peer Mentor

Peer support at Drake Hall is really important. It is activity-based support delivered by designated women to their peers. It has a clearly defined purpose, targeted to specific needs and can be a source of help and inspiration for women, for as long as support is needed. In relation to work based support, women have the opportunity to develop their leadership skills by becoming a 'Team Leader' or 'Peer Mentor' within their work party. This gives the woman greater responsibility and providing both them and others with the opportunity to progress within their chosen career pathway.







#### Our Assurance

Continuous improvement is key to ensuring we create the best possible outcomes for the women. We do this by having regular update with all key stakeholders, including our women who help to identify learning points within our provision.

It is critical that, as an establishment, we ensure that ETE opportunities are embedded within our culture. We monitor this through various means.



#### **Assurance Meeting**

Through the Assurance Meetings with the SMT held every 6 weeks, updates will be given on employment on release statistics and data, as well as progress in education while at Drake Hall. To achieve this, relationships are fostered with COMs. Occasionally, in the past, this relationship has broken down and assurances have been made by the Governor that we can evidence requests for the information.

#### Employment Advisory Board (EAB)

The Employment Advisory Board is a quarterly meeting chaired by an external employer, the boards will offer advice and support and be a platform to connect employers with prisons. The board will focus on what the prison does to help develop a positive culture of employment long term, help women get job ready and encourage local businesses to engage with the prison. This will build strategic connections and offer resources and knowledge to help those living and working in the prison to prepare for and find work post release.

#### Quality Improvement Group (QIG)

The provision for ETE is monitored through the Quality Improvement Group meeting. These meetings are held on a bi-monthly basis and convened at other times where it is felt there is a need.

The self-assessment reports and any subsequent action plan drives the QIG meeting. The group aims to support the education and employment function by giving a multi-disciplinary forum to critically assess performance on an ongoing basis to support the delivery of a quality provision.

The group will monitor the career paths and the Offenders' Learning and Skills Service (OLASS) and NON-OLASS provision to ensure that the needs of the women are being met.

The membership is primarily the core partner agencies, however there is a standing invitation other partners who may offer learning opportunities during the academic year.





### Curriculum Review Meetings (CRM)

Curriculum review meetings are held quarterly and use information gathered over the previous quarter, the up to date needs identified through the Sequencing database and the 12 monthly needs analysis to ensure that the provision meets the needs of the women. The Governor will sign off the delivery plan and curriculum at the start of the academic year and when any changes are required to the curriculum.

#### Partnership Delivery Review (PDR)

The progress and performance of the provision is monitored through individual meetings with each partner. This monthly meeting is for People Plus, bi-monthly for IAG and quarterly for Staffordshire County Libraries.

The emphasis of these meetings is to assess the performance of the delivery from partners, monitor progress towards targets, discuss issues and monitor partnership activities. The key areas are staffing contract performance, curriculum, resources, funding and operations and partnership working.

The membership comprises of all key partners, internal and external who share in the delivery of the education and employment provision.

#### Sequencing Meeting

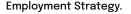
The aim of the sequencing meeting is to ensure that the right women receives the right intervention at the right time. This meeting does not replace the allocations meeting, it will guide the Allocations Policy so that job changes are in line with both the needs of the individual woman whilst meeting the obligations of Drake Hall. The committee will monitor courses and class lists, identifying gaps in delivery to ensure that the regime is flexible enough to meet the demands of a changing population.

#### 12-Week Tracker

The 12-week tracker is a document that records data on a woman's 12 week pre-release, six week pre-release and six month post release. It records if the woman has gained a form of identification, a bank account, where they are going to live, if they have a CV, if they will be going to education or employment and any referrals that have been made to partner agencies in the community.

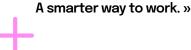
















#### **Our Priorities**

The strategic objectives have been derived from the findings of the needs analysis, Her Majesty's Inspectorate of Prisons and OFSTED inspection findings, the Self-Assessment Report and identified gaps in provision. These objectives are included in the Pathway 2 ETE Action Plan in the establishments Reducing Re-Offending Action Plan.

#### **Priorities**



Sequencing needs to be risk led, focussed and embedded, including labour allocation and include a quality assurance system that is monitored through the QIG.



Embed the progress in workshops document to record the range of behaviours that the woman develops in prison industries, so that they can use evidence of work experience when released.



To further develop the evaluation and quality improvement planning of the activities provision to ensure that the prison managers assess accurately what is working well to improve under improving areas.



To improve data collection of the woman's attendance in vocational and work areas to ensure that they have maximised opportunities to develop personal and employability skills.



To use the RRB to look at and monitor the delivery at Drake Hall to ensure a range of both academic and holistic courses are offered that meet the needs of the learners. This includes how they are utilised across the establishment.



Increase education, training and employment opportunities for the woman on ROTL and release.



Increase employer/partner engagement to create better, more sustainable outcomes for women on ROTL and release.



Utilise peer skills to support women with transferable skills in the workplace.



Continuously develop our monitoring tools to ensure the provision meets the needs of the women and national job market.



To embed a trauma informed culture throughout classroom-based learning and all workshops.





### Case Study

## How did Drake Hall and Halfords support your training and development?

Drake Hall and Halfords especially Paul my mentor helped me to gain confidence within the course and to challenge myself in achieving my qualifications which was a cycle technician, I was supported fully throughout the course and given the opportunity to learn new skills which I never thought I would have achieved.

### Aside from the technical skills, what did you gain from this?

Achieving the qualifications and training boosted my knowledge and confidence to motivate me to be able to achieve a successful employment position with a recognised qualification in a national company. I will also have the ability to be able to gain further qualifications within Halfords to improve my prospects of future promotions.

**Employment Strategy.** 



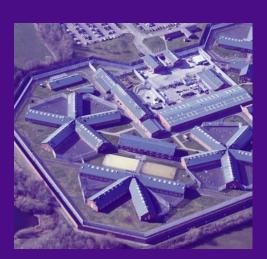
### What are you now doing at Halfords?

I now work in my local store. I started off as a cycle technician and now my new role is specialist which I have achieved in only 6 months of being there. I enjoy working as part of a team where I have made new friends who I work with as well as socialise with. It is a happy working environment and I feel valued.

# Is there any advice you would give to another woman in prison and seeking to rehabilitate?

I think that if the prison can provide you with qualifications and training to enhance your skills or learn new skills that you can use on release, you should consider them as they can have a positive effect on your career, goals and aspirations!







A smarter way to work. »





#### **About Comensura**

Comensura is obsessive about delivering a smarter way to work for customers with complex resourcing requirements. We give them access to the contingent and permanent labour they need through a network of specialist recruitment suppliers. Our independent approach helps them resource all their staffing requirements, with efficiency and control at every step.

### To find out more and arrange an initial conversation please contact:

#### Hoa Ngo Chair, Employment Advisory Board, HMP Drake Hall Managing Director, Comensura UK

hoa.ngo@comensura.co.uk







