

Strengthening Family Ties and Supporting Healthy Relationships

A Good Practice Toolkit





We would like to thank Porticus for their generous support for Routes 2 Change, enabling us to promote human dignity and build bridges of hope for people in prison and their loved ones.

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1. Introduction

In recent years, good progress has been made in recognising the crucial role of stable family and 'pro-social' healthy relationships in delivering safer prisons and reducing reoffending. Public sector prisons now benefit from commissioned expert providers of 'Family and Significant Other Services', with the vast majority being third sector organisations. Pact provides these services in 62 prisons. We face many challenges, but we have come a long way since the Woolf Report.

Since the 1990s, Pact has worked with colleagues across the sector to pioneer, pilot and deliver visitors' centres, first night in custody schemes, prison-based services for children, and family support and engagement workers. We have developed a range of relationship interventions and education programmes. The landmark Lord Farmer Reviews of 2017 and 2019 further embedded the importance of family relationships. All prisons must now have strategies in place and audit and report on their performance. Change is happening.

By working together across voluntary and public sectors, we have transformed the landscape. The services for prisoners and families today are unrecognisable from those available two decades ago. But Pact sees this as the beginning, and not the end, of the story of how we can change lives, reduce the number of people who are victims of crime, and reduce inter-generational offending. We know that people who leave prison having had regular contact with families and healthy relationships are 39% less likely to reoffend. We know good relationships during custody significantly impact resettlement outcomes, most notably, accommodation and education, training and employment. We know that healthy relationships and social capital are good for health and wellbeing and reduce the incidence of self-harm and violence, creating safer prisons for residents and staff. The question for HMPPS leadership, staff, and partner agencies is, how do we now develop and share best practice? How do we harness the power of family and relationships and put it at the heart of a prison regime, a sentence plan, a resettlement plan? What would it look like if we ran the system based on all we have learned?

We believe that Routes 2 Change represents the next big step forward in the evolution of family and healthy relationship services. The methodology has been trialled in HMP Brixton and HMP YO1 Isis. It is now a core part of the operational regimes of these establishments. It provides a core universal offer, with flexible, tailored support responsive to need and context, not just to the men in prison but also to their families, from induction to six months after release, in custody and in the community.

Every prison and probation team are different. Resources are limited and variable. There is never a one-size fits all solution. But this toolkit provides tried and tested ways of working with people with convictions, in prison and on probation, and with their children and families. It demands a 'one team' approach, leadership, and cooperation, drawing on the combined strengths of His Majesty's Prisons, Probation (HMPPS), and the third sector. We hope this toolkit will become a core resource. It will evolve. It will be adapted. This is version one. Let's start here. Let's work together to create the solutions. To create the routes to change.

Andy Keen-Downs
CEO, Pact

If you would like to know more about any aspect of the Routes 2 Change process or would like support in putting elements of this work into practice in your establishment or probation area, contact us at r2c@prisonadvice.org.uk.

2. The Routes 2 Change story

Pact created Routes 2 Change in response to the 2017 Lord Farmer Review, which called for family and other relationships to act as a “golden thread running through the processes of all prisons”. The review highlighted Ministry of Justice evidence attesting that maintaining contact between prisoners and their families can reduce the likelihood of reoffending by 39%. It also stated that providing appropriate support for prisoners’ children lowers their chances of later involvement in the criminal justice system and helps to break the cycle of intergenerational offending.

First piloted in HMP Brixton in 2018, Routes 2 Change demonstrates how family work that connects custody and community can successfully promote positive transformation for those affected by the criminal justice system. It empowers prison leavers to maintain healthy relationships, care for their wellbeing, and ultimately live free from crime. Not only is this good for individuals and their families, but it also benefits society.

Adopting a ‘whole family relational approach’, Routes 2 Change delivers an end-to-end integrated rehabilitation and resettlement support programme to prisoners and their children, families and other significant relationships from the day of arrival until six months following release from prison. It ensures that prisoners’ families and significant others can access the support they need when a loved one enters custody, throughout their sentence or time on remand, and during their return to the community.

Pact works in partnership with colleagues in HMPPS, healthcare, and other agencies. Routes 2 Change is fully integrated into sentence and release planning, delivering low-level to intensive personal support and befriending, visits services, relationship and parenting education, and specialist children and young people services.

Pact introduced Routes 2 Change to HMP YOI Isis in 2021. Given the ‘transition to adulthood’ context of this prison (almost 70% of the population is under 30, and 22% is under 21 years old), we conducted a scoping exercise to

establish the specific characteristics, experiences and needs of this prison population. The themes highlighted included the over-representation of Black and Asian young men, different levels of immaturity, and the number of people with experience of care. We also encountered a challenge from some of the young men around the use of the term ‘family’, with a significant minority telling us that for them, the traditional language of ‘family support’ was not appropriate due to them having no contact with any family members outside the prison. The programme in HMP YOI Isis has been adapted with these specific considerations in mind, and we continue to innovate and evolve solutions that are culturally appropriate to respond to the needs of this group.

As part of the programme, in 2022, Pact introduced its first-ever Shadow Advisory Board (SAB). The Board consists of a group of serving prisoners facilitated by a Pact worker and HMPPS colleagues. It encourages service user engagement and offers a unique opportunity for participants to voice their suggestions and concerns about the programme. Pact now has SABs at both HMP Brixton and HMP YOI Isis, and these will play a vital role in the programme’s development. Pact has also appointed Routes 2 Change ‘Champions’ in both prisons. This peer role sees prisoners actively supporting others on their wing to engage with the programme.

“I’m still in regular contact with my family and am now able to speak with them at least three times a week. I have nothing but admiration for the service Pact provides for all my fellow peers.”

– A Routes 2 Change service user

3. The importance of maintaining positive relationships

Evidence tells us that prisoners are more likely to have experienced adverse childhood experiences (ACEs) and to experience mental ill health, which may include self-harm and suicide attempts. Maintaining supportive relationships is critical in this context. Yet around 45% of prisoners lose contact with their families during their sentence.

Prisoners' families also feel the stigma of imprisonment and are often seen as 'guilty by association'. They may have to take on multiple additional responsibilities while their loved one is in custody and manage the impact on household finances and children. Children who experience parental imprisonment face poorer outcomes in education and health and are at higher risk of developing a variety of complex needs, including the risk of offending.

Many service users point out the critical role played by their grandparents or other members of their wider families and talk about the devastating loss of these relationships. Some highlight the role of supportive relationships outside of their immediate family, while others point to their lack of supportive relationships.

Positive relationships are crucial in effective rehabilitation and an essential outcome for establishments. His Majesty's Inspectorate of Prisons (HMIP) positions its 'healthy prison test' on Rehabilitation and Release Planning in which: "Prisoners are supported to maintain and develop relationships with their family and friends. Prisoners are helped to reduce their likelihood of reoffending and their risk of harm is managed effectively. Prisoners are prepared for their release back into the community."

HMIP also highlights one of the most established findings of research on desistance: "People are more likely to desist when they have strong ties to family and community, employment that fulfils them, recognition of their worth from others, feelings of hope and self-efficacy, and a sense of meaning and purpose in their lives". Routes 2 Change encourages desistance by supporting service users to build, rebuild and maintain these vital family bonds.

However, family work is not simply about maximising visits. Not every 'family' or relationship is good for prisoners, or the people outside, even if there is regular contact. Talking about relationships is hard. Understanding what a healthy relationship looks like can be challenging for someone whose childhood has been blighted by abuse, neglect or trauma. People can become accustomed to coercive and controlling relationships. Sometimes, the strongest relationship is with someone who affirms and condones criminal behaviour or shares an addiction.

Supporting people in prison to understand the characteristics of healthy and unhealthy relationships is a core aspect of what Pact Practitioners do. Sometimes conversations are about navigating away from relationships that may influence a person in custody to reoffend on release towards healthier ones. Our workforce development partners, including Interface Enterprises, Restorative Engagement Forum, and One Small Thing, have supported Pact with training in motivational interviewing techniques, family mediation, trauma-informed practice, and family group conferencing skills.



4. How does Routes 2 Change compare to the commissioned Family and Significant Other (FaSO) service?

Commissioned Family & Significant Other Services

All public sector prisons now benefit from the 'FaSO: Family and Significant Other' commissioned service. Following a second round of competitive tendering, partner agencies are now in place to provide this service for a contract period of five-seven years. These contracts started in October 2022.

The various approaches that Pact has been developing as part of the Routes 2 Change project since 2018 have informed and been informed by the development of the FaSO services.

As a charitably funded practice development and innovation project, Routes 2 Change also hopes to inform future development of this agenda, alongside HMPPS regime design and the work we and other FaSO providers do as partners to HMPPS.

The FaSO contracts are helpfully longer than previous contracts, providing opportunities for HMPPS and voluntary sector partners to develop and evolve provision and, where possible, to explore ways of attracting additional support and resources. The extended contract period will help to build more robust networks with community provision, including social work teams, schools, faith communities and family hubs. Building partnerships takes time, and the stability of longer contracts makes this much more possible than before.

What do the FaSO services provide?

FaSO contract specifications vary across the prison estate, depending on the priorities of HMPPS colleagues and the level of funding allocated. They also depend, to some extent, on the offer made by the successful service provider. In broad terms, the FaSO contracts include elements of the following:

Visitors' Centre management and 'meet and greet'

Families and other visitors often feel very anxious and intimidated when visiting a prison. Visitors' Centres are a public service for people with a relative, partner or friend in custody, and voluntary sector partners play a crucial role in making them welcoming, accessible and family-friendly spaces. Not all FaSO contracts include Visitors' Centre management, with some instead prioritising casework (see below). However, where there is a provision, this tends to be the most visible presence of the voluntary sector FaSO service provider at a prison. The level of service varies depending on the contract. For example, in some prisons, the FaSO provider is responsible for biometric ID checking in the Visitors' Centre. In others, it is managed by officers or other staff.

Casework Support (Family Engagement Workers)

Contracts may include an element of personalised casework carried out by staff who are typically called 'Family Engagement Workers'. Depending on the size of the prison population and the contract details, the level of resources available for casework will vary. In some prisons, staff will combine managing a busy Visitors' Centre and organising services in visits halls with casework. In other establishments, there will be dedicated caseworkers. Pact, and some other providers, use the ECINS case management system to record casework interactions (see p17).

Support for children and supervised play

Contracts may also include dedicated staff time, or in some cases, volunteer hours, to support visiting children. This provision may include overseeing and working in the children's area during visits, maintaining a child-friendly Visitors' Centre, supporting child-focused family days, and supporting Storybook Dads and similar initiatives.

Catering

Visits halls/rooms (often simply called 'Visits' by prison staff) usually include a small facility that provides drinks, snacks and sometimes simple meals. Some FaSO providers oversee this service – though arrangements vary. Since the previous contracting round, the way the service is commissioned has changed. The current contracts rely on prisons to manage the financial aspects of the service, including ordering stock, managing cash, and accounting for income and expenditures. Establishments must keep records of profits and ensure the funds are used for specific purposes, including to benefit family ties. Voluntary sector partners can periodically submit business cases for the use of profits to enhance provision. In many prisons, these services provide excellent opportunities for prisoners to gain skills and undertake purposeful activity under supervision.

Other Services

Contracts also included support for family days and enrichment activities such as homework clubs or baby groups. Further support for Secure Video Calls was also incorporated alongside work to identify those who are not getting visits to increase family contact.

Optional Services

Prisons had the opportunity to add in optional services primarily focused on the delivery of a range of courses focusing on parenting and relationship needs. Some providers also manage a dedicated booking line for their establishment.

Are services fixed for the life of the contract?

Subject to the appropriate level of HMPPS authority and available budget, governors can negotiate for additional services from their partner providers. These need to be contractually formalised in a 'contract variation.'

What is different or additional about the Routes 2 Change model?

Elements of Routes 2 Change may also be part of some FaSO contracts. Due to commercial confidentiality, Pact has no visibility of other providers' contracts. We are one of a relatively small number of specialised independent organisations, each unique, and we are all continuously evolving and working with HMPPS locally to find the best solutions with whatever resources we can put to use. Drawing on our own experience, we believe several features of the Routes 2 Change approach add enhanced practice and new ways of working to most mainstream commissioned FaSO services.

FaSO Service

Routes 2 Change

Visible leadership at governor level

Routes 2 Change has been overseen by an Advisory Board that includes the Governor and Senior Management Team and representation from the Prison Group Directorate (PGD), Police and Crime Commissioner's office (PCC/MOPAC in London), Independent Monitoring Board (IMB), Local Authority, Probation and Pact. The Board has provided a forum for open and honest dialogue and problem-solving and has demonstrated visible leadership to staff teams. It has also received and responded to feedback from service user voice groups (Shadow Advisory Boards). It has demonstrated the value and significance of family and relationship work within the regimes of the two establishments, which has been helpful in ensuring that the project has been fully supported by governor grades, custodial managers, and officers and operational support grades.

We have also supported culture change by sharing good news stories with staff about the progress of men who have been released. Award schemes have similarly motivated teams by recognising outstanding contributions to family and relationship work.

Casework

Caseworkers take referrals through the prison's Applications (Apps) system from HMPPS, chaplaincy, other provider agencies, or self-referrals from families.

The Routes 2 Change model includes these access channels, which remain open throughout custody. In addition, as part of the core regimes, Routes 2 Change practitioners engage proactively with every prisoner during their first 72 hours of induction, offering a personalised support meeting. This meeting is based on a semi-structured interview focused on relationships, including family and significant other relationships. We call this 'Relationship Triage' (see p22). Routes 2 Change is therefore a core element of regime, with a structured assessment process, rather than an 'at demand' service.

Community-based support for families and significant others

There may be community-based support for family members through the Visitors' Centre or other services offered by FaSO providers. These usually draw on different funding streams. In some cases, the service might include support for families not visiting. However, this does not form a core part of the FaSO provision, which is a prison-based service.

With support from a central volunteering team within Pact, which conducts recruitment, vetting, and pre-deployment training, practitioners manage and supervise a team of Volunteer Befrienders.

Befrienders provide emotional support and information, advice and guidance to prisoners' family members and significant others on the practitioner's caseload (see p31). Family members receive support in their own right, and Befrienders regularly check in with a Routes 2 Change practitioner.

Through the gate & post-release support

FaSO services are prison-based and typically do not follow service users on their journey 'through the gate'. Some providers are involved with probation contracts or other work, either commissioned or charitably funded, which enables them to provide departure lounge support for prisoners on their release day. However, these are funded and commissioned separately and may not be co-located or joined up.

The Routes 2 Change model has involved a data-sharing partnership agreement between Pact and London Probation, which provides a framework for the safe sharing of risk information.

Practitioners may continue to support prison leavers/people on probation for up to six months post-release and their family members. This support is significantly different from the commissioned FaSO service.

Each prison has a facility for men and their families to use on the date of release. Based on consultation with men in HMP Brixton, we have renamed the departure lounges 'Fresh Start Centres' (see p46).

Support for isolated prisoners

All FaSO providers share a concern for the needs of those prisoners who may be isolated and have no positive relationships outside of the prison walls. An element of most organisations' work is to support people in prison to restore broken relationships, where this might be possible and beneficial to all involved.

HMPPS has a longstanding relationship with the National Association of Official Prison Visitors, who work through chaplaincy to

Pact is piloting a new scheme within the Routes 2 Change model, whereby through the triage process, people who may be in greater need, and at greater risk, from social isolation are offered social support at the earliest point in custody.

Where existing services are available and have capacity, such as the Official Prison Visitors scheme, practitioners will refer to them.

facilitate visits by volunteer 'Official Prison Visitors'.

There are also a number of other existing initiatives including 'pen pal' schemes.

HMPPS is currently exploring the potential of peer support for isolated and self-isolating prisoners. It is, however, broadly recognised that there is a high level of unmet need.

Pact will, in addition, recruit and train volunteer visitors when there is a lack of sufficient or suitable capacity in such schemes at a local level or where a suitable 'match' cannot be successfully made or maintained. As with the Pact Befrienders, volunteers will undergo vetting and pre-deployment training and be managed and supervised by the Routes 2 Change practitioners.

Other differences

There are several other elements within the Routes 2 Change project model, and we are mindful that other organisations may have developed similar initiatives. As such, we have focused on areas of practice and initiatives with greater potential for replication or scaling.

5. Culture and leadership

“Culture is how people behave when no one is looking”

**How do we create a prison culture that values relationships and family?
How do we make it ‘core regime’?**

Culture is not your prison slogan or buzzwords. It is not the posters on the wall. Prison culture is day-to-day behaviour. It is how we speak to one another. It is what we tolerate. It is the tough choices we make to stay true to our purpose and values, even when we are under the kinds of pressures that most people in society would not be able to cope with.

Culture is modelled by leaders. The Governor and their team are obvious leaders, and their visible support for a family/relationship culture is vital. But our experience of running Routes 2 Change has been that we have found leaders everywhere. Whatever your role or grade, you can be a leader in changing the culture of your prison for the better.

During the COVID restrictions, when family contact was severely limited, and before there were in-cell phones, post room staff at HMP Brixton prioritised ensuring that email-a-prisoner messages reached prisoners as quickly as possible. Staff used the time when the visits area was out of use to redecorate so that it would be bright and welcoming for families on their return. And prison staff worked with Pact to distribute guidance and resources for fathers in prison on writing a letter to their children. These were small, simple things - but examples of leadership. Staff were encouraged to see work to support good relationships and healthy family connections as a core part of their role. It was noticed, thanked, and recognised.

Lessons from Routes 2 Change

The Routes 2 Change experience around culture and leadership has provided some helpful lessons.

Visible Leadership

The Routes 2 Change Advisory Board includes the Governor, senior colleagues from HMPPS and Pact, a representative from Probation, the Local Authority, the Independent Monitoring Board (IMB), and even the Police and Crime Commissioner’s office (MOPAC in London). This group meets regularly to discuss the prison’s culture and family/relationship support progress and to share ideas and solutions.

We monitor ethnicity data to ensure services are being taken up equitably by people from all communities in the prison population. We also monitor the take-up of support and ask questions when it dips. The Governor attends all meetings and makes a point to emphasise that family and relationships are core business. If the Governor is doing it, it must be important.

Staff drop-ins

We have organised regular short drop-ins for HMPPS staff, other agency staff, and chaplains in the Fresh Start Centre and Visitors' Centre. There is no agenda, just the opportunity to enjoy some relaxed time getting to know one another over tea and biscuits.

Prison radio

We have regularly used prison radio to talk about some of the challenges facing prisoners in maintaining relationships and offer tips and support.

Sharing good news stories

The Governors asked Pact for good news stories to share with prison staff, who often never hear about those who successfully make a fresh start after release. Prison staff found this hugely motivating and an effective counter-balance to seeing some of the same faces coming in through reception!

Inclusion and diversity matters

Brixton and Isis are London prisons where the over-representation of racialised minority communities is abundantly clear. In piloting Routes 2 Change, we benefitted from a diverse staff and volunteer team, and this helped build trust and confidence quickly. We also drew on the expertise of Spark2Life, who we asked to review our practice and training, and Maslaha, who visited and reviewed our services through the lens of the Muslim experience of the prison system.

All staff and volunteers undertake Inclusion, Diversity and Equality training. And we encourage our people to build relationships with prison multi-faith chaplaincy teams, to deepen mutual understanding and professional friendships.

Embracing service user voices

In both prisons, Governors prioritised listening to prisoners' feedback and ideas and responding. Together, we established Shadow Advisory Boards (SABs). These boards are groups of Peer Workers who work on the wings to engage and support other prisoners around family and relationship issues and meet quarterly as groups to provide insights to develop the service. Their suggestions and ideas are presented to the Advisory Board and help inform and shape the programme of work.

Community peers and advisors

As Routes 2 Change has developed, a growing group of former prisoners who had been Peer Workers in custody and were supported through the gate maintained contact with the Pact team, with exciting results.

One former prisoner has set up a database of help agencies on a computer in the Fresh Start Centre based on the information he wished he had known on his release day. A team of three other former prisoners returned to repaint the Visitors' Centre and Fresh Start Centre, free of charge, to show their appreciation. They also told us what we were getting wrong! Other former service users have accompanied Pact staff to church and community events to encourage people to volunteer or speak at conferences. Their lived experience journeys make them an invaluable part of the Routes 2 Change team.

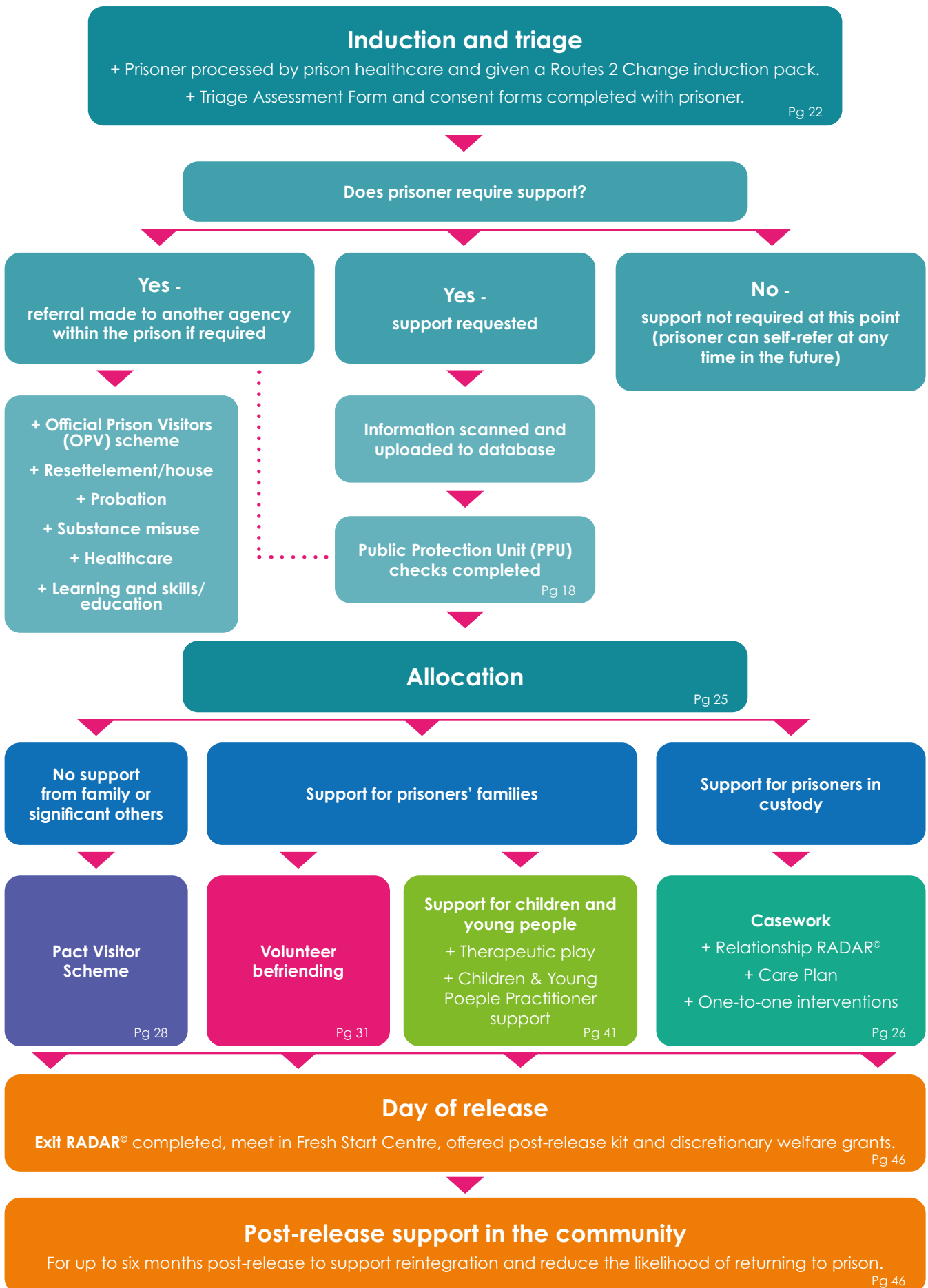
Staff awards

In collaboration with the prisons, we have held staff awards, including a 'Routes 2 Change Award' for team members whose work has significantly impacted prisoners' ability to build and maintain positive relationships.

How can you tell if your culture has changed?

Spotting culture change is not always easy. It is often the little things. An excellent way to start is by looking around and finding out who works in your prison. Do you know the chaplains and the healthcare team? Have you been to the Visitors' Centre? Where are the Safer Custody Team, and who is your Family Engagement Worker? Some people call it nosy. Others call it 'professional curiosity'. Whatever we call it, as professionals, we have the privilege of modelling positive relationships to those in our care. We can only do that well if we know one another.

6. The Routes 2 Change process



Measuring impact

As service providers, whether working for HMPPS, the voluntary sector, or statutory, public or private sector organisations, we all want to understand as much as possible about the people who use our services, their needs, and to what extent the service we provide is meeting them. Understandably, much of the traditional focus within the justice system is risk-based.

The nature of our work in custody and community means that safety and public protection are paramount concerns. But we also understand that to enable people to live good, crime-free lives, we also need a human approach that recognises people thrive when they live in healthy relationships, have positive identities, and have a sense of hope and agency. Practitioners must remain vigilant about their duties to protect the public, service users, colleagues and us. Recognising that every person has assets, skills, and potential to be better versions of themselves is key to reducing risk, including the risk of reoffending, and more victims.

In working with prisoners or people on probation and their families, our approach to casework and measuring impact has been developed over many years based on a balance of risk and asset-based approaches. It has been further refined through the Routes 2 Change programme. Busy frontline staff are rarely enthusiastic about capturing and recording data. But it is vital to record the outputs and impact of family and relationship support work as thoroughly and accurately as possible.

Good record keeping not only allows us to understand the effectiveness of services, but it is also the basis of consistent, effective casework and allows practitioners to work with service users based on their own self-identified goals and aspirations and identify individuals who are not achieving expected outcomes or who the service is not reaching. Effective data collection and analysis also provide important insights into whether our services are fully inclusive and meet the needs of our diverse populations within each establishment and probation area. Data is powerful for practitioners and provides evidence for leadership and commissioners to help inform their funding decisions.

Good Practice Example

The Pact Routes 2 Change teams at HMPs Brixton and Isis worked with prison management to access the diversity data collected by officers. The project team routinely compared the take-up of the service against the recorded self-defined ethnicities of the prisoner populations at Isis and Brixton, using actual numbers and percentages. Both prisons have a significant over-representation of prisoners from racialised minority communities, including Black, Asian, Muslim and Gypsy, Roma and Traveller (GRT) communities. The data consistently revealed that the service was well accessed by prisoners from all these communities and that the service benefited well from the diversity of the Pact service delivery teams, including the Pact employees and the Pact Peer workers on the wings.

Collecting and analysing this kind of data demonstrates the impact of the support provided to leadership and external stakeholders, including those who fund and commission services. The tools Pact uses to capture impact are designed to fit comfortably within day-to-day service delivery and have been tried and tested by Pact practitioners and Family Engagement Workers (FEWs). It is, however, important to stress that sufficient capacity/staff time needs to be allocated to casework and that managers need to ensure case volumes are manageable.

Below is an outline of how Pact records and monitors progress. Methods include:

- ▶ ECINS (Empowering Communities Inclusion and Neighbourhood System)
- ▶ Monthly reports
- ▶ Relationship RADARs®
- ▶ Surveys and feedback forms
- ▶ Risk assessment
- ▶ Shadow Advisory Board (SAB) and focus groups
- ▶ Case studies
- ▶ Multi-agency case reviews

Pact staff can speak to their manager to find out more. If you are outside Pact and would like more information, email r2c@prisonadvice.org.uk.

ECINS is the central case management system Pact uses. We have worked with the providers of this platform to develop a bespoke case recording system for prison-based family work. You can find more information about the provider of the ECINS platform at <https://empowering-communities.org/what-we-do/e-cins-case-management>. The system allows for controlled, secure record sharing between approved third sector providers, HMPPS, and other key statutory agencies, such as children's social care teams. It allows practitioners to record whole family casework and follow a person on their journey through HMPPS. ECINS can be used to record the following:

- ▶ Referral details
- ▶ Details of service users, including protected characteristics
- ▶ Actions taken during support
- ▶ Outcomes achieved through support
- ▶ Intermediate Outcomes Records (including Pact Relationship RADARs®)

Pact Relationship RADARs® are an intermediate outcome 'brief interventions' tool. They are similar to Outcomes Stars™ and other tools you may be familiar with but have been developed by Pact specifically for casework in HMPPS settings. They provide practitioners and service users with a shared tool for reflection, goal setting and motivation to change.

Case studies provide insight into the detail and complexity of your work. They can demonstrate impact, share good news stories, and encourage colleagues to stay focused on the possibility of change. If you are a Pact worker or partner agency and have a case study you think is particularly demonstrative of what we are trying to achieve, contact comms@prisonadvice.org.uk.

Engagement and feedback from service users

Pact believes in empowering service users to 'speak truth to power'. We have developed several ways to enable them to share their views on how services are delivered.

When you complete a period of working with a service user, you could ask them to complete a **Casework Service User Feedback Survey**. Some people will complete the survey independently, while others may want or need support due to literacy, language or specific need. If you work for Pact, once complete, you can enter feedback electronically using our online form (see Resources).

Pact also conducts surveys twice yearly for casework, Visitors' Centres, play, and refreshment services.

To enable additional engagement and feedback, Routes 2 Change 'Champions' in prisons actively support peers on their wing to engage with the programme and to share ideas and issues as they arise. Shadow Advisory Boards also aim to encourage service user engagement and allow the men to voice their suggestions and concerns.

As well as seeking to change culture and practice, the Routes 2 Change team works closely with prisons, schools, the police, courts, and the wider justice system.

Family/relationship support casework and the importance of Public Protection checks

As a practitioner, your first priority must be to do no harm. If you are working with people in prison, their family members, or both, Public Protection checks are vital. Whether you are an HMPPS employee, a non-directly employed (NDE) service provider, a student on placement or an unpaid voluntary worker, you have a responsibility to protect your colleagues and the public.

The 'public' means everyone – including former victims – who might be at risk of harm from a person in prison or on probation, or from an associate or family member/significant other. This includes people at risk from a current or former partner. We are all responsible for supporting prison security and good order, including the safety of colleagues and prisoners. If you are doing relationship or family casework, you should be mindful of additional potential risks. Your go-to team in the prison is the Public Protection Unit (PPU).

Working with prison Public Protection Units (PPU)

When you receive an application, self-referral or referral, it is good practice to firstly contact the PPU and check the National Offender Management Information System (NOMIS) for any Public Protection information or restrictions.

There can be any number of reasons for restrictions. A prisoner may be barred from contacting a former partner, family member or friend who may have been their victim at some point. This may or may not be obvious: a prisoner may share a different version of events and be very persuasive. The prisoner's index or most recent offence may be entirely unrelated. The restriction may be connected with a previous offence. There may be a court injunction prohibiting contact due to domestic abuse, violence or coercive control. The former partner or family member may have made a 'No Contact' request, which they are entitled to do. The person in prison may have been convicted of a sexual offence against children, so general child protection restrictions may be in place. Or the person may have been a witness in a case and may be vulnerable to threats or intimidation.

While our work is about relationships and connections, never assume that every contact should be made. Not all contacts are safe. You do not want to be the person who - with all the right intentions - causes additional distress or harm to a victim, or creates a new victim.

Not every risk is flagged on NOMIS. If in doubt, be curious, and ask colleagues for their insights. Pact Family Engagement Workers and Routes 2 Change practitioners usually attend meetings such as the Independent Risk Management Team (IRMT) or PPU meetings to gather and share information. If you are aware of any breaches to a prisoners' restrictions, you must complete an Information Report (IR), inform the Public Protection Unit, and update the IRMT/PPU meeting.

NDE staff, such as Pact practitioners, do not have the same level of access in every establishment or the same level of access PPU/OMU have in terms of risk information. So, use NOMIS to check if anything has changed. You should also ensure you update NOMIS and, if your organisation uses it, the ECINS system.

Never assume. Always check.

Offender Assessment System (OASys)

The Offender Assessment System (OASys) is another important tool to support you in your safe working practice. Designed by HMPPS, it supports sentence planning and both measures and manages the risks and needs of people in custody and on probation under formal supervision.

The level and nature of potential risk are measured and recorded by HMPPS staff using a standardised scoring approach based principally on previous offending behaviours. Where there is a need for additional assessments above the 'baseline' assessment because of the serious nature of previous offending, then additional reports should have been prepared by specialists and entered into the system.

OASys has been used for over 20 years as an evidence-based tool to measure the potential risk a person may pose to others and the nature of the risks. We know that people can change, sometimes radically. We know that as professionals, supporting good relationships and community connections can significantly support that change. Even so - we work to a realistic, balanced, evidence-based approach. We recognise that past behaviour patterns are often the strongest predictors of likely future behaviours. Therefore, we must all understand as much of the history of the person we are supporting as possible. This does not mean the person cannot change or is forever trapped by their past. It simply provides a professional risk assessment, which uses a set of risk scores to provide you with an analysis of predicted risk based on the information available to that professional at the time of the assessment.

Staff doing family and relationship casework support need to know who they are working with. You can and should gather as many sources of insight and information as possible. OASys can help you with this.

For practitioners doing family and relationship support work, OASys may or may not be immediately accessible to you in your main place of work. You may need to discuss with your manager what level of access is appropriate for you. However, even if you do not personally have ready access if you are carrying out casework, it can provide a valuable source of insight and information to understand the potential risks an individual may pose to children, current or former partners, associates, and family members, as well as to our staff, volunteers and the general public. Speak to your manager about how you can best achieve this.

In prisons, OASys is most often used by staff in Offender Management Units (OMUs). Offender Managers/ Probation staff should, as a matter of routine, update OASys when people transfer between prisons. HMPPS colleagues can provide information from OASys when requested by a suitably authorised member of staff around the nature and potential level of risks as well as details of other agencies involved with a prisoner's case, such as social workers.

Probation practitioners also use OASys in the community. Though, of course, as is widely reported, we know that there are some significant workforce challenges facing HMPPS, and some probation regions are facing more serious issues than others. You may occasionally come across cases where there is difficulty in identifying or connecting with the appropriate probation practitioner or where information is not up to date.

Nevertheless, if you are doing through-the-gate and post-release support work, it is vital that there is an information-sharing agreement between your team and Probation and that potential risks are understood, shared, and well-managed. This agreement should include information about indicated risks. You should also share with Probation any risks that you think may have increased or recently come to your attention.

OASys assessments and scores are an essential tool for you to understand and use wherever possible. And, of course, talking to prison and probation staff who know your service user is also critical. As ever, the key to good risk management is teamwork.

The role of Safer Custody teams

There is significant evidence highlighting the vital role that families play in helping to safeguard prisoners. The HMPPS Risk Identification Toolkit (2021) identifies “breakdown of family relationships, or children taken into care” as a key piece of “risk information” for prisons to be aware of and cites “an intimate relationship or significant other” as a protective factor.

The ACCT Assessment, Care in Custody and Teamwork Guidance (HMPPS, 2021) highlights the need to consider the involvement of families when undertaking care assessments. It states that “liaising with your third sector family support provider” can support both prisoners and families in the process.

It is essential that families and significant others know how to share concerns with prison staff and understand the role of Safer Custody within the prison. The Prisoners' Families Helpline website provides an online Safer Custody portal for all prison sites, with information about:

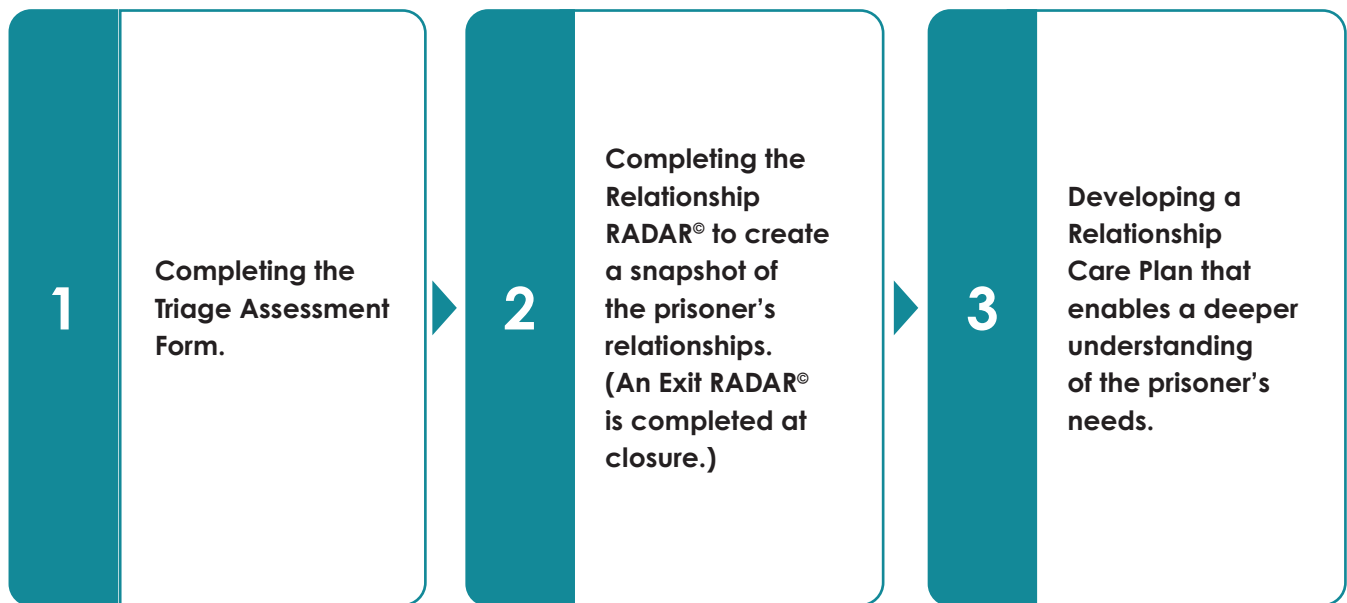
- ▶ The role of Safer Custody and how prisoners are kept safe
- ▶ How families can report Safer Custody concerns
- ▶ Safer Custody hotline contact details for every establishment
- ▶ An online Safer Custody contact form that allows families/significant others to submit a concern directly to a prison's Safer Custody functional mailbox.



7. Induction, triage and allocation

Pact receives most referrals during the prison induction process for new arrivals, which typically takes place daily on weekdays and is attended by practitioners from the Routes 2 Change team. We receive referrals from prison healthcare, chaplaincy and other organisations. Prisoners can also make self-referrals by speaking to a member of Pact staff or via a prison application.

The triage process includes three parts:



If a prisoner declines support, the team records their name, prison number, and the reasons given. This data provides valuable information about the support available, how circumstances change, and how Routes 2 Change is communicated and understood by prisoners. The team also records people who do not require support but are signposted or referred to other services.

Routes 2 Change case managers ('Practitioners/Case Managers') have developed and conducted the 'triage' during the two pilot phases. The opportunity to build this into induction activities conducted by HMPPS staff, alongside other assessments, is being actively explored as one way in which this approach might be scaled.

Good Practice Example

Pact's Routes 2 Change Champions often provide support and signposting to prisoners when practitioners are not on the wing and can make referrals to the service as required. They have a positive effect on prisoners by enhancing their confidence and self-esteem and play an important role in encouraging their peers to access support from the service when they need it.

Why people decline support and what they say

Some prisoners will decline support, saying, 'Me and my family are fine' or that they are 'not interested'. It is essential to leave the door open to future contact and connection. Some prisoners will be in denial about the real impact of a sentence on their families or relationships. Others will find it difficult to trust. Some will have no family, friends or pro-social relationships outside the prison.

The aim at this point is to begin building trust, leaving the door open for another conversation, and mentioning or referring to alternative sources of support if they are available and it seems appropriate. Support may include the Official Prison Visitor Scheme, a well-established voluntary visiting scheme for prisoners with no family or friends to visit them, which chaplaincy coordinates. Your establishment may have a Voluntary Sector Coordinator, and other sources of support may be available, such as a peer support programme, Spark Inside coaches, or other provision. There may be a Pact Visitor Scheme available. Be professionally curious and find out what sources of support are available. The key objective is to ensure no prisoner is isolated.

Practitioners ask people requiring no support to sign the **Triage Assessment Form**, but if they do not want to, it is noted as "declined to sign".

Promotion and multi-agency working

Practitioners will work closely with wing staff or the prisoner's Custodial Key Worker and their Offender Manager in Custody, making sure to introduce themselves early on. These relationships are critical to providing a safe and appropriate support package. Prison Offender Managers and Custodial Managers will also sometimes refer prisoners for support.

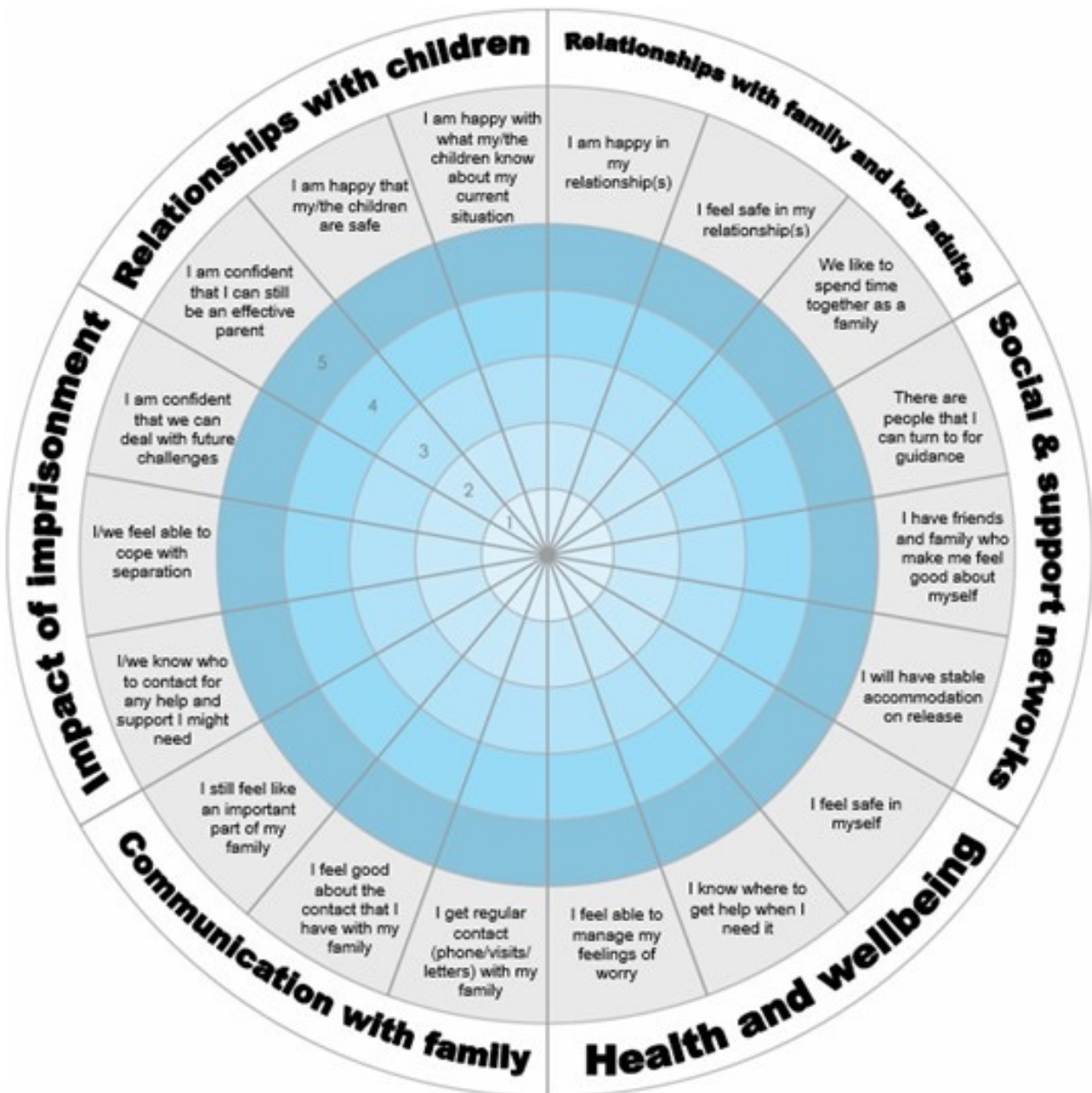
The service should be well-promoted throughout the prison, and other agencies are encouraged to consider how family and relationship support can help them achieve their organisational or professional goals. During the Brixton and Isis pilot programmes, referrals flowed from HMPPS staff, Forward Trust, chaplaincy, healthcare, and various other agencies. Pact staff also referred to these sources of support for the kind of assistance they are better placed to provide. Teamwork makes the dreams work!

Before beginning to work with a prisoner, practitioners will check NOMIS for restrictions and notify the Custodial Key Worker/Prison Offender Manager and Probation Key Worker, explaining the types of support offered. This is important. Some prisoners have restrictions on contact with some members of their family or significant others, including children, partners and particular friends. HMPPS colleagues may also have information not recorded on NOMIS, which is vital to ensure safe working.

The Relationship RADAR[®]

The Relationship RADAR[®] is a tool developed by Pact to determine which support areas are most needed for each service user and measure perceived improvements in these areas over the course of support. The RADAR[®] contains six core outcome domains, each containing specific outcomes.

When delivering casework, practitioners work with their service users to identify which domains are relevant for them in terms of their hopes and their own routes to change and determine where they place themselves for each outcome on a 1-5 scale (1 indicates no support needed, with 5 indicating urgent support needed).



The Relationship RADAR[®] should be used at the start of support, midway through support at significant milestones or when actions are completed, and finally, at the end of support when all actions are completed. It is designed to fit naturally into a practitioner's work and conversations with service users, assessing areas of need and progress towards goals. It is not intended as a survey. Practitioners may want to ask about certain aspects directly or feel tempted to give the answers. Active and reflective listening is vital, and conversation with service users about their support needs will help determine their level of need on the RADAR[®].

Good Practice Example

The Pact practitioners delivering the Routes 2 Change programme have benefited from a training programme which in part has been co-developed with Interface Enterprises (www.interfaceenterprises.co.uk). In addition to mandatory Pact training including jailcraft, professional boundaries, safeguarding, equity, diversity and inclusion, staff have undertaken training in Motivational Interviewing techniques, Family Group Conferencing, and Trauma-informed practice.

Allocation

After triage, each case is allocated to a named practitioner according to need. Practitioners share a copy of the **Triage Assessment Form** and any additional information about the case with relevant colleagues. They then create a profile and open a case on ECINS. Before getting in touch with a prisoner's contacts, the practitioner will always ensure:

- ▶ **Informed consent has been obtained and recorded from the service user (prisoner) to contact family or significant others.**
- ▶ **Public Protection Unit checks are complete, and confirm whether there are any restrictions in place, including on contact. Pact checks NOMIS and works with OMU and security to confirm facts. This is particularly important where NOMIS does not necessarily reflect knowledge held by security and OMU.**
- ▶ **Public Protection checks have been conducted for family members and significant others to ensure there is no order in place.**

Pact practitioners familiarise themselves with the **Triage Assessment Form**, adding important notes such as release dates or plans to meet additional needs (e.g., face-to-face appointments if the prisoner has difficulty reading or writing).

8. Support for prisoners in custody

Casework

Every person and each case differ. Pact practitioners work closely with prisoners and their loved ones to assess their needs and develop a **Relationship Care Plan**. This care plan will be regularly reviewed, and cover actions related to support in custody and, if required, the community. Prisoners with little or no family links are offered support to re-establish contact (where safe and appropriate) or other forms of social support, such as the Official Prison Visitor Scheme or Pact Visitor Scheme.

The Routes 2 Change process, including **Relationship RADARs**[®], seeks to understand the support needed before developing a **Relationship Care Plan**. Sometimes what a prisoner wants may not be possible; a father may want contact with a child who has been adopted, but the adoptive family may not want this. Building trusting relationships relies on agreeing to realistic goals and being clear about what is possible.

All actions agreed upon with prisoners, professionals or family members are entered by practitioners on the ECINS system, ensuring all cases are up to date. They will also complete **Outcome Reports**. For example, when liaising with children's services to set up a meeting, this is recorded as an action. When the meeting has taken place, it is recorded in the **Outcome Report**.



Femi's Story

Femi had experienced traumatic events in his life, causing him to be very reserved and lacking in trust. He was struggling to maintain a relationship with his stepbrother and niece, and accepted support from the Routes 2 Change programme.

The Pact practitioner supported Femi with Storybook Dads – allowing Femi to record a story for his niece. He was initially reluctant, but his practitioner explained how this would help his niece become more familiar with his voice and show his stepbrother that he was willing to rebuild the relationship.

Over the next few weeks, Femi felt very low, had withdrawn from friends in the prison, and had not been in regular communication with his family. Pact's practitioner provided guidance and emotional support, including carrying out Pact's 'Building Good Relationships' intervention to help him maintain positive ties. His practitioner also gave him a stress ball, mindfulness activities to complete, and a self-help motivational book to support him.

Femi's mother had been diagnosed with cancer, and he was not coping well. Pact liaised with officers on Femi's wing and Safer Custody to monitor him closely and continued to offer one-to-one sessions. Femi opened up about his hopes of seeing his mother and family, and we encouraged him to add them to his next visiting session. Pact supported family members through the booking procedure and arranged a private/closed visit for added privacy. It was the first time Femi had seen his family in three years.

Femi's practitioner continues to work with him, and his family and his next goal is to prepare for release and choose a career path.

9. Support for prisoners with no family ties

Pact Visitor Scheme

The Pact Visitor scheme facilitates visits by trained, vetted volunteers within the framework of Routes 2 Change as a service. The aim is to support prisoners who:

- ▶ do not receive family or social visits
- ▶ have no, or very limited, pro-social contact
- ▶ are isolated and struggling with their wellbeing

The scheme is integrated into the triage and referral process and managed by the Routes 2 Change Volunteer Services Manager and practitioners. This service is not a replacement for the existing Official Prison Visitors (OPV) scheme or other schemes and services that may be available. Pact continues to refer to the OPV, where it is available, via chaplaincy. All Pact staff are encouraged to work closely with prison multi-faith chaplaincy teams.

The Pact Visitor Scheme is also integral to, and works alongside, the family/relationship support casework service, allowing both social/relational support and the identification of unmet needs. The service aims to build trust between prisoners and visitors. There should be openness in the relationship for this to be effective. Prisoners should understand that visitors may share needs or significant risks with Pact staff, HMPPS colleagues, or other agencies, where concerns around safeguarding or wellbeing reach a threshold of concern.

Many establishments outside London have included within their specifications for Family and Significant Other Services, an additional service for those prisoners without family ties. Pact's Visitor Scheme is a support model alongside casework, peer support initiatives, OPV and other services. Pact is working closely with HMPPS colleagues to share learning and refine the service as we test it in different establishments.

How does the scheme work?

Pact Visitors are trained, vetted, and supervised volunteers. They are supervised by Pact caseworkers (practitioners or Family Engagement Workers). This ensures effective targeting of the resource and good information sharing. The service responds to the needs of prisoners who receive no visits and need social/relational support on or shortly after they arrive in prison. Pact identifies prisoners who might most benefit from the service during the Routes 2 Change triage process and refers them to the pathway accordingly.

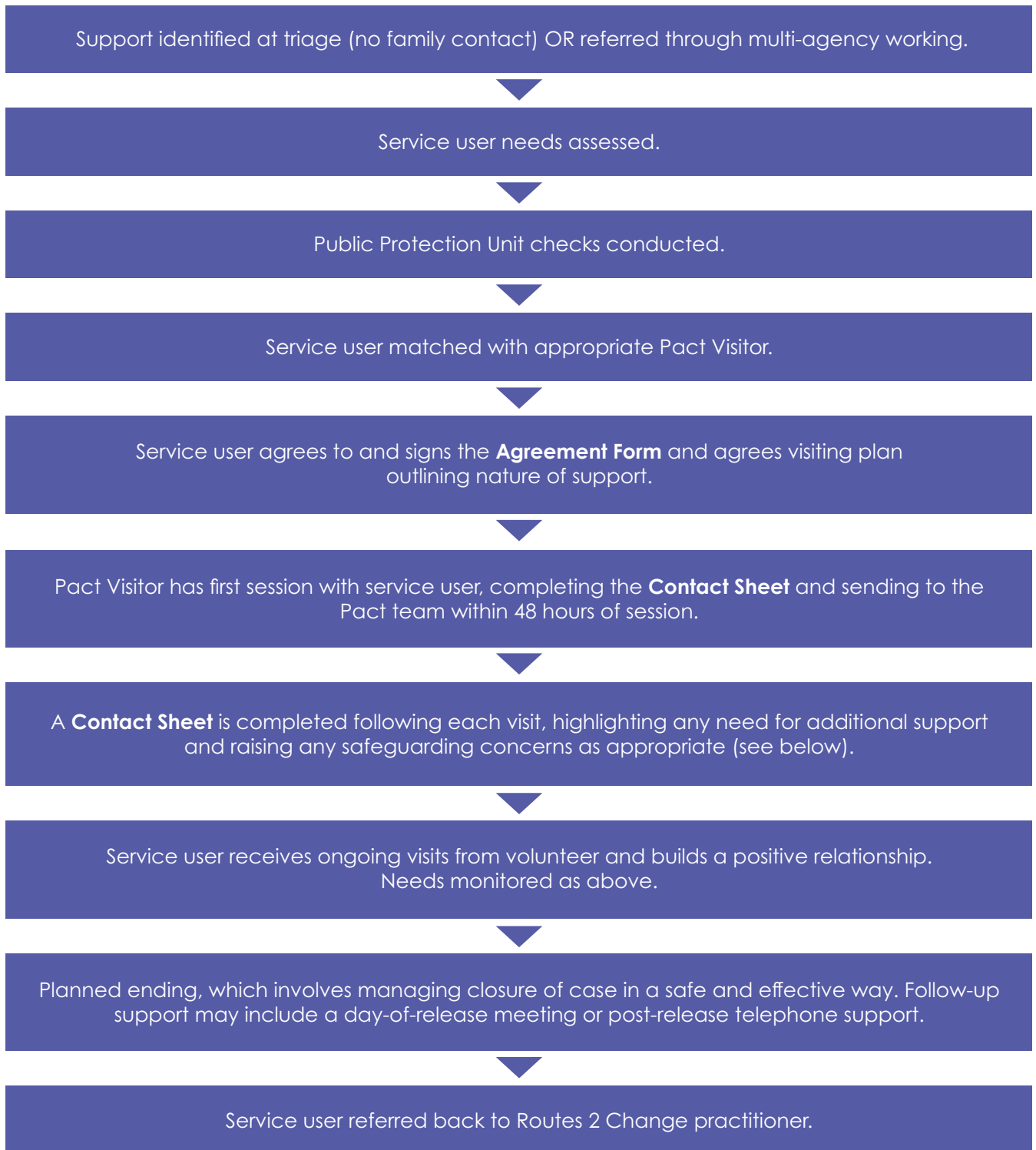
A volunteer manager within Pact leads the recruitment, selection and vetting process to build a team of volunteers. All volunteers must undertake mandatory Pact training before being deployed into service. In our view, it is crucial to implement volunteer recruitment strategies that seek to reflect the diversity of prisoners in the establishment as far as possible.

Visits take place in the visits hall, and our scoping study with HMP YOI Isis drew attention to the feelings of young urban men from diverse communities about the need for appropriate matching of volunteer visitors. We also worked with Spark2Life and are grateful for their insights. Training and support need to be culturally competent to be effective.

Systems are in place between the service and the prisons to ensure volunteers deliver this service safely. Contracts are signed between prisoners and the service, outlining expectations for the scheme, boundaries, and the limits of confidentiality. Volunteers also complete **Contact Sheets** for all visits taking place.

The service fosters a multi-agency approach with colleagues in HMPPS, chaplaincy, and other voluntary sector service providers, including Spark Inside, Forward Trust and others.

How it works



Training and support

- ▶ Safeguarding
- ▶ Professional boundaries
- ▶ Equality and diversity
- ▶ Data protection
- ▶ Induction pack
- ▶ Site visit and relevant prison training

Vetting

- ▶ Enhanced Disclosure and Barring Service (DBS) check

Pact Visitor role description (an extract)

- ▶ Keep your manager up to date with your availability and interests to ensure that we can match you with a person in prison who would value being visited by you.
- ▶ Work with your manager to book visits with the person you have been matched with.
- ▶ Attend the visits at the dates and times booked and ensure you follow all visit procedures (training and guidance will be provided).
- ▶ Following the visit, complete and send a Contact Sheet to your line manager to ensure the visit is logged.
- ▶ Share any incidents or concerns related to health and safety, safeguarding, or urgent needs with your line manager.
- ▶ Prepare for future visits by following up on conversations in previous visits (where appropriate) to maximise the use of time during future contact(s).
- ▶ Explore hopes and concerns about preparing for release and share any significant concerns with your line manager.
- ▶ Agree on an exit plan with your line manager, which may include a day-of-release meeting or post-release telephone support.

10. Support for prisoners' families and significant others in the community

Volunteer befriending for prisoners' families

Having a loved one caught up in the criminal justice system can be scary and confusing, bringing additional financial, practical, and emotional burdens to people who may already be struggling to cope. Families often speak of serving a 'hidden sentence' or being 'collateral damage.' Having someone to turn to who is impartial, sympathetic and non-judgmental can be a huge help.

Volunteer befriending aims to build supportive, informal, and safe relationships, often over an extended period. Volunteer befrienders offer one-to-one emotional support, as well as practical advice and guidance to the family and friends of prisoners. They can also signpost family members to other support services where needed.

Family members may be identified at triage or through prison-based casework. They can also self-refer to the service by contacting the Routes 2 Change team.

What difference can it make?

Volunteer befriending can improve outcomes for prisoners' family members and make a difference by enabling them to:

- ▶ navigate the criminal justice system
- ▶ improve the quality of their relationships
- ▶ become more resilient
- ▶ reduce feelings of isolation and loneliness
- ▶ access new opportunities in the community
- ▶ find and access other relevant support services
- ▶ increase the stability of their lives
- ▶ feel more optimistic about the future.



Irina's story

Yuri referred his mother, Irina, for befriending support following an incident at her home. Irina was the victim of a violent burglary where she was stabbed four times. She was a woman in her late fifties, living alone. Aside from being in pain, she was frightened and traumatised by the experience. Yuri had been Irina's primary source of emotional and financial support prior to entering custody, and his absence left a large void in Irina's life. This had been compounded by anxiety following her attack.

Irina welcomed befriending support, particularly as the police had not yet arranged any victim support. Due to still experiencing pain and discomfort, Irina had been unable to do any food shopping or housekeeping for some weeks and was living on snacks left over from Christmas. The Routes 2 Change team arranged a discretionary welfare grant for groceries and a home delivery to ensure she had food and other essentials for the next two weeks. Irina was immensely grateful.

The police had asked Irina to chase victim support, but she was not emotionally equipped to do so. Her Volunteer Befriender was able to help her with this, attempting to make contact with a victim support worker to arrange a meeting. Irina's Befriender also supported her in contacting the local council following an eviction notice for three months of rent arrears. Together, they drafted a letter asking the council to consider rent relief or an extended repayment plan in light of Irina's circumstances and that she had been a good tenant for over a decade. Irina is very thankful for the support she has received to date.

How it works

Purpose

advice, support, listening and signposting.

Specific/targeted

befriending is a time-limited, professional and purposeful relationship that aims to reduce the harmful impact of imprisonment.

Supportive

the relationship is for the benefit of the participant and helps to reduce isolation, build resilience and engender hope for the future.

Changing behaviour

volunteers model pro-social behaviour, demonstrate trustworthiness and integrity, and gently and compassionately challenge anti-social behaviour.

Expand opportunities

volunteers aim to empower the people they work with rather than simply do things for them. Befrienders can help participants develop personal skills, build confidence, and access new opportunities.

What do volunteer befrienders gain from the experience?

- ▶ Doing something meaningful, enjoyable, constructive and challenging.
- ▶ Developing valuable listening and interpersonal skills that are transferable to their personal and professional life.
- ▶ Being influential in supporting service users at a difficult time in their lives.
- ▶ Developing experience and knowledge of the criminal justice system and its impact on family members.
- ▶ Practitioners offer opportunities for support, supervision and training to help develop volunteers in their role.

Volunteer befriender key stages

Training and support

- ▶ Safeguarding
- ▶ Professional boundaries
- ▶ Equality and diversity
- ▶ Data protection
- ▶ Induction pack

Vetting

- ▶ Enhanced Disclosure and Barring Service (DBS) check

Matching

- ▶ Volunteer receives matching letter with copies of referral and assessment forms.
- ▶ Volunteer reviews information.
- ▶ Project staff make follow up call to discuss match with volunteer.
- ▶ Volunteer Coordinator makes decision whether to accept or refuse match.

First steps and ongoing relationship

- ▶ Volunteer contacts service user to introduce themselves, either by telephone or email, and arrange a first meeting at a convenient date and time.
- ▶ Volunteer meets service user, either at the Visitors' Centre or in the community. Volunteer completes a session report form as soon as possible after each session.

Review and ending

- ▶ Practitioner and volunteer review relationship and assess progress after three months, and again at six months if needed.
- ▶ Volunteer prepares service user for the end of the relationship.
- ▶ Volunteer and service user have final session.
- ▶ Volunteer completes outcome evaluation survey.

Volunteer befriender role description

- ▶ To establish and maintain a positive and supportive relationship with someone who has a family member or loved one involved in the criminal justice system.
- ▶ To provide a mix of telephone and face-to-face, one-to-one support to the service user, making contact every seven to 14 days over a minimum period of six months.
- ▶ To listen carefully to service user wishes and needs, enabling volunteers to identify priority areas of support.
- ▶ To advise, support and motivate service users to develop skills and attitudes that will help to achieve a more positive life.
- ▶ With the support of project staff, help service users to identify and access new opportunities and resources in the community.
- ▶ To prepare for a positive end to the befriending relationship by helping the service user make realistic plans.
- ▶ To help promote and disseminate the Routes 2 Change process, including punctual completion of session report forms, evaluation surveys, and engaging with support and supervision structures.

Pact provides volunteers with the pre-service training outlined above and access to a wide range of in-service training and support. Pact staff can speak to their manager to find out more. If you are outside Pact and would like more information, email r2c@prisonadvice.org.uk.

Advice for volunteer befrienders

Professional boundaries

Why are professional boundaries important?

Volunteers need to establish and maintain appropriate professional boundaries with their service user. This provides clarity and structure and helps ensure both parties' health, safety and wellbeing.

What is meant by professional boundaries?

- ▶ A sense of professional identity that is consistent and cohesive over time. The framework within which the worker-client relationship occurs.
- ▶ The line between the self of client and self of worker.
- ▶ A system of limits and mutual expectations.

Key points to remember

- ▶ Never share your phone number or home address with your service user.
- ▶ Do not 'off-load'. Consider what you disclose, and ask yourself why you are doing this? Are you doing it to serve the person you are supporting or for another reason?
- ▶ Establish clear time boundaries for sessions and observe them; you are responsible for beginning and drawing sessions to a close.
- ▶ Never collude with your service user. You are working on behalf of Pact and must not 'keep secrets' from your colleagues.
- ▶ Be aware of giving your opinions, even when your service user wants this. It is important to bear in mind the power difference.
- ▶ Always remember that you are not 'the expert'. Your lived experience is yours, and theirs is theirs.
- ▶ Listen, reflect, and enable. It can feel nice to have someone depend on you for help. But that may say more about you than is comfortable to acknowledge. It is the opposite of what is helpful. Your role is to support someone to feel confident and in control of their own life and decisions, not to make people dependent on you.
- ▶ Sometimes, it may be appropriate to do something for your service user. For example, they may have low literacy and need support to fill in a form. But do not jump in. Wait to be asked. Remember, your role is not to 'do for'. Your role is to accompany, empower and equip.
- ▶ Never borrow from or lend or give money. If you visit a café, be sure to let your service user know that you will claim this on expenses (if your service's budget allows).
- ▶ Always report back to the Volunteer Coordinator via a **Contact Sheet**.

What we do not do

- ▶ Give expert advice. The service may offer information, suggestions and support to the family and friends of prisoners. But we are only experts on some things, and it is important to refer to specialist services where possible. This means we never give specialist advice on legal, financial, housing, medical or relationship concerns.
- ▶ Give counselling support. We can refer people to counselling services, but volunteers should refrain from attempting to practice counselling or psychotherapy with their service users.
- ▶ Give out personal information. Many volunteers have experience of family imprisonment and lived experiences, which can be very valuable. However, it is possible to empathise without disclosing your own experiences. There is never any reason to share personal information such as where you live, contact details or even your full name. You can be 'present', empathic, kind and supportive. But it is essential to keep your boundaries.

Maintaining a professional befriender relationship

Boundary issues may arise when a volunteer becomes over-involved with the service user. They may believe they are helping them by developing a friendship or close relationship. However, these boundary crossings have the potential to harm by changing the focus from the emotional needs of the person you are supporting to the volunteer's own needs or by fostering dependence on the volunteer.

The responsibility of gentle but firm boundary management falls to the volunteer in the first instance, and overall responsibility for boundary management is held by project staff.

Questions for reflection for volunteers

- ▶ Are you doing something your service user could learn to do for themselves? For example, making phone calls or arranging appointments on their behalf?
- ▶ Whose needs are being met?
- ▶ Does the conversation need clarification regarding the volunteer role?
- ▶ Is the volunteer relationship turning into a friendship?
- ▶ Are you telling the service user too much personal information about yourself as a befriender?

Do not panic if you cross a boundary

Every relationship will bring challenges around managing boundaries, and this is nothing to be embarrassed about. Please report any concerns, however small, to project staff in your session reports. They can support you with resolving any issues.

Safeguarding and volunteers

As a befriender, you should understand the importance of safeguarding those you support and their families. Pact runs regular training on this, which volunteers are able to attend. The following information is guidance for how the process should unfold if an incident does occur:

	Urgent	Non-urgent
Community	<p>In the case of an emergency in the community, you should contact 999 without delay if they have immediate and serious concerns about someone's safety, such as a befriender telling you that they have taken an overdose.</p>	<p>If you have concerns for the safety and welfare of a person in the community, you can request a welfare check through the non-emergency police line 101.</p> <p>As a Pact practitioner, you can also speak to the Befriending Coordinator and signpost to other specialist organisations.</p>
Custody	<p>In the case of immediate and serious concerns for someone in custody, contact the relevant prison's Safer Custody hotline, leaving a message on the answerphone if required. If you are acting on concerns raised by the befriender, it is best practice to encourage them to make the call. If you require escalation of this process, you can call the Prisoners Families' Helpline for advice on 0808 808 2003.</p>	<p>Most prisons have Family Engagement Workers in the prison and volunteers can engage them to highlight the concerns. The team will be able to visit the prisoner directly and may be able to secure help or facilitate other referrals.</p>

Pact has a network of designated officers (DO) in place to support safeguarding. Pact practitioners can contact any of them to discuss the situation, check their response, and seek help with reporting and paperwork. Pact's principle is that if you receive the concern, you act on it; the DOs will support you, but it is your responsibility to act and contacting them should not delay you in an emergency.

Pact also has an out-of-hours number where an on-call DO can support with incidents and safeguarding. It is best practice to have an on-call rota of designated officers and appropriate out-of-hours support.

Recording for Pact practitioners

As a Pact practitioner, you should record any action taken to ensure someone's safety on a **C1 form**, Pact's safeguarding report. Send the completed form to pact.safeguarding@prisonadvice.cjsm.net. The team will supply feedback or suggestions for further action. This form must be completed so that there is a record of what happened and what you did about it. The team may ask for updates to ensure that records are current. You should also record what you have done on your contact form, which should be sent to your Volunteer Befriending Coordinator as usual.

It is essential to your role as a befriender to adhere to the relevant policies and procedures. In Pact, the Volunteer Befriending Coordinator will send you copies of policies and procedures via email following training and can provide additional copies upon request. These include:

- ▶ Complaints policy and procedure
- ▶ Confidentiality policy
- ▶ Expenses policy
- ▶ Equal opportunities and diversity policy
- ▶ Health and safety policy
- ▶ Lone working policy
- ▶ Safeguarding policy
- ▶ Volunteer policy



Self-care

Self-care is an essential volunteering survival skill and refers to activities and practices we can engage in regularly to reduce stress and maintain and enhance our short- and longer-term health and wellbeing.

We often think of self-care as something additional to our responsibilities, but it is central to your effectiveness as a volunteer and your success in honouring your professional and personal commitments.

Working as a volunteer can be challenging, and at Pact, we encourage all our volunteers to take every opportunity to look after themselves. Following complex, difficult or personally challenging calls, you should debrief and raise any issues or concerns about your work with the Volunteer Coordinator.

You will also be offered ongoing support and supervision with project staff and quarterly group support and supervision sessions. In these sessions, volunteers can come together to discuss current challenges in their work with their peers and share learning with each other.

Guidance for volunteers to support professional boundaries

1. Set and maintain professional boundaries. These help you do your role while you are with your service user and leave your role behind when you are not with them.
2. Make sure you have time before the session to 'arrive' – take a moment to breathe and check in with yourself. How are you feeling? What are you taking into a meeting? Can you put this to one side?
3. Make sure you have time after to 'decompress', even if it is only a short moment; take a moment to breathe and check in with yourself again. How are you feeling? Consider making quick initial notes of what is most present in your mind and body.
4. Make time for professional reflection. The session report forms are part of your responsibilities as a volunteer, but they are also a structured reflective tool to help you process your experience.
5. Take advantage of the support and supervision on offer. Maintaining confidentiality means you cannot talk to your friends and family about what you are doing, so it is vital to take every opportunity to debrief with project staff and at group support and supervision sessions.
6. Make time in the day for intermittent self-care breaks – take lunch, take a short walk, notice what is around you, speak to a friend about how you are feeling, or listen to music.
7. Before committing to taking on another service user, first consider your needs and available resources and whether it will lead to overextending yourself - a sure way to compromise your self-care.

You can find additional materials on self-care at

<https://socialwork.buffalo.edu/resources/self-care-starter-kit.html>

Signposting

There will be times when your service user needs further specialist help. This is when you will need to signpost them to other organisations. Pact staff can help you with this if you do need support, and it is worth flagging up any questions about signposting in your session reports. Below is a list of Pact services and organisations that may be helpful for your service user.

Prisoners' Families Helpline & website

Pact runs the Prisoners' Families Helpline on behalf of HMPPS. This is a free and confidential service that offers information, advice and support to prisoners' family and friends, and professionals.

The service also has a comprehensive website explaining all aspects of the criminal justice process and how to support a loved one in prison.

The Helpline is open Monday to Friday from 9am to 8pm and on weekends and bank holidays (exc. Christmas Day and Boxing Day) from 10 am to 3 pm.

t. 0808 808 2003

e. info@prisonersfamilies.org (will respond within 3 days)

w. www.prisonersfamilies.org

If resources are not to hand you can either inform the caller that you will call back or advise them on this occasion you are not able to assist.

Prison Reform Trust

Prisoners in need of advice and information can contact PRT's advice and information service.

t. 0808 802 0060

Monday 3pm–5pm

Wednesday 10.30am–12.30pm

Thursday 10:30am–12:30pm

e. advice@prisonreformtrust.org.uk

Family Engagement Workers (FEWs)

If there are concerns relating to family issues such as contact or visits, it might be appropriate to refer them to one of Pact's Family Engagement Workers (FEWs) or to Family Engagement Workers who are employed by other charities across the prison estate.

Court Service

If a caller has a family member with an upcoming case in a London court, we can refer them to the Pact courts service. Call **020 7735 9535** to arrange this.

Peer Support Group

Pact's Peer Support Groups are run for families and friends of those affected by imprisonment. For further information and guidance, please contact

befriending@prisonadvice.org.uk.

Concluding a befriending relationship

The relationship conclusion should occur when the service user, volunteer, and project staff feel that adequate progress has occurred for the befriending relationship to end. Managing endings can be difficult, and before your final meeting, it is worth discussing with project staff how you will do this. It is best practice to plan for the end from the very first session to avoid re-triggering feelings of loss and rejection.

While it can be tempting to remain in contact after the end of a befriending relationship, we ask that you have no contact for at least six months and that service users are aware of this. This allows service users the opportunity to move on. If they choose to get in touch after six months, they may try to make contact. If you do not wish to be contacted, you should refer the service user back to project staff. We cannot supply support should you wish to re-initiate contact.

When running befriending or mentoring programmes with people in prison, former prisoners, or family members, it is essential to have clearly managed endings to the relationships. This maintains good boundaries and discourages co-dependency. Organisations that manage these schemes have a moral and public duty to have clear policies, procedures and support in place.

Support for children & young people

As part of the Routes 2 Change programme, Pact has specialist practitioners focusing on the needs of children and young people affected by imprisonment. Support may include play sessions, child advocacy and family interventions and may range from very young children born during a prison sentence to teenagers who are the children or younger siblings of prisoners.

The service is promoted within the prison establishment through triage and literature. Prisoners can refer loved ones and/or family members for this support. Following a referral, the Children and Young People (CYP) Practitioner will meet with a prisoner to establish further information and look at how best to tailor support to their needs. Subsequently, relevant security checks are completed, and the child's carer is contacted to start offering support.

Pact's CYP Practitioner also works to build links between schools and prisons. By building engagement with schools, community-based children & family services (e.g. Family Hubs) and school-based support organisations, we aim to encourage and promote a multi-agency approach to supporting children and young people affected by the imprisonment of a family member, with a particular focus on children and young people who are at risk of involvement with the criminal justice system.



Stages of service

- ▶ Identifying need at triage
- ▶ Checking with Public Protection Unit
- ▶ Contacting parent/guardian
- ▶ Confirming consent
- ▶ Establishing a care plan
- ▶ Developing relationship with school
- ▶ Providing custody and community support
- ▶ Structured sessions
- ▶ Outcome Report

Therapeutic play sessions

Children often want to protect adults around them, and those with a loved one in prison may see the hurt this causes the adults taking care of them. Some hide their feelings to avoid causing more upset. Children may fear asking questions or feel pressured to appear happy to avoid making loved ones feel sad.

The Routes 2 Change process provides a variety of approaches that respond to children's needs, helping them explore their feelings and behaviours. During play sessions, we encourage children to use play as an outlet, to ask questions and express emotions without fear of letting down the people who love them the most.

Play sessions can help with children's practical needs for information and encourage them to explore their feelings and thoughts. It can help develop self-esteem, problem-solving, and coping skills and support a child's emotional healing and growth. The play service can prepare a child or help them understand and cope with situations, for example, if their loved one is coming for release or moving to another prison.

Sessions can be virtual or face-to-face but do not include home visits. Group sessions are held as virtual and face-to-face sessions (including workshops and day trips).

Before the sessions, we ask prisoners about the child, their interests and how we can incorporate these into play sessions. Some children choose art or music, and some enjoy storytelling or sport. We will post a play pack to the child before a virtual session. Sessions are usually between 30 minutes and an hour but vary according to the child's needs. We are guided by the child and provide an environment for self-healing and development based on their unique wishes.

The process

Triage and assessment

The Pact practitioner assesses the need for play support for a child during triage and follow-up. Referrals may also come outside of triage, for example, via visits, post-triage etc. If the prisoner expresses an interest in play services for a child, this is indicated on the **Triage Assessment Form** and passed to the Routes 2 Change Administrator who enters the case/profile on ECINS and adds a play session update.



Creating a case file

If play is the only support requested, the case is assigned to an appropriate practitioner on ECINS (information for the prisoner or further detail is completed by liaising with the triage practitioner).

If the prisoner is already working with a Routes 2 Change practitioner, the case will be assigned to them.



Safeguarding

The practitioner must check with the Public Protection Unit that there are no restrictions on the prisoner having contact with family members or others identified. Once this is done, the status on the spreadsheet is updated to 'Awaiting First Contact'. Any restriction info is added to ECINS and the spreadsheet.



Contact with carers

Following safeguarding checks, the practitioner will attempt to contact the carer within seven days to tell them about the Routes 2 Change project and to assess the interest/ need/suitability for play sessions.

If unable to make contact, after three attempts, a letter is sent to the carer outlining the service, along with Routes 2 Change contact details. The case is moved to the 'No Support Required' worksheet, noting the date and reason ('Multiple Attempts Made'). An update is made on ECINS.



Carer responds

If the carer does not want to engage, the Administrator is told, and the case is moved to the 'No Support Required' worksheet, noting the date and reason. An update is also made on ECINS. If the play was the only support requested, the case is archived, and a 'Closure' action is recorded on ECINS. If they later make contact, the case can be re-opened.

If, on contact, the carer expresses interest in the service, the practitioner will complete a **First Contact Report and Assessment** (This may be via call back).



Matching

At this stage, consent is sought to enter data on ECINS. Basic data is collected about the carer/ family member, who will be informed that a Play Volunteer will make a follow-up call. The status on the spreadsheet is updated by the practitioner to 'Awaiting Matching'. The **First Contact Report** with the Carer/Family Member Profile is created on ECINS.

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When a suitable Play Volunteer becomes available, the practitioner will send the **First Contact Report** to the volunteer, add the details/assignment date on the Referrals spreadsheet and update the status to 'Active – Matched'. The Play Volunteer will contact the carer/family member within seven days of receiving the **First Contact Report**.



Play sessions and planning

A plan is agreed upon between the Play Volunteer and the carer/family member to conduct sessions at a suitable time and location, including school, the prison or a council-approved room. Feedback is given to the Play and Family Practitioner, and the carer receives information and signs a consent statement.

The Play Volunteer conducts ongoing sessions as agreed and completes the **Children's Core Assessment Form: Baseline** during the first session. This is sent to the practitioner and uploaded to ECINS. Sessions should be no longer than 30 mins, and we initially offer a minimum of six sessions.

Timeline of Play Session

NOTE: if you feel you need more/less time with a client outside the guidance below, please discuss with the Play Session Specialist.

18 months – 3 years	20 - 30 minutes
3 years – 5 years	25 - 40 minutes
6 years – 10 years	35 - 50 minutes
11 years – 16 years	45 - 60 minutes

We recommend holding boundaries and staying within the agreed timings for each session. These can be discussed with the child's carer and should be agreed upon before the first session (for example, for a 13-year-old, you would pre-agree a session length between 45 and 60 minutes).

Younger children may have a shorter attention span and may not want to stay in the room for the entire session, which is fine. If they choose to end the session early or struggle to remain focused/stay in the room, you should let them guide the ending.

You can discuss a shorter session with the parent/carers if this continues. It is more effective to have a shorter session than planned with a fully engaged child than a longer session with a child who does not want to be there.

Mo and Mariam's Story

Mo's daughter Mariam lived with a life-limiting condition. She used a wheelchair, was fed by a feeding tube, and required regular medication. Mo had not seen her in over seven months because of the difficulty of Mariam visiting the prison, and he was growing frustrated.

Given permission by Mo, our Routes 2 Change practitioner contacted Mariam's mother to discuss how we could facilitate a play visit and support both of them. We arranged with the prison's Head of Operations to use the Family Links room, offering comfort and privacy for the family. We also liaised with the Head of Security to ensure that Mariam's medication could be brought into the prison with her. We secured an extra hour on Mo's visit so that he could spend more time with his daughter.

Mo enjoyed a two-hour visit with Mariam, where he was able to hold her and interact with her. The room's additional privacy also enabled him to speak openly with Mariam's mother about their daughter's condition. Although Mariam is nonverbal, she smiled at both mother and father and enjoyed tapping her foot against Mo's leg. Both parents were hugely grateful for the visit, which allowed Mo to spend precious time making memories with Mariam.

11. Post-custody support in the community

Casework in the community

The Pact model of Routes 2 Change at HMPs Brixton and Isis has provided a six-month post-release community support service, including collaborative work with social services, substance misuse agencies, housing, schools, and engagement with police (mainly around child protection) across a wide range of boroughs, family courts, and child contact centres (for supervised visits).

The first few weeks and months after release are a critical period in which the risks of reoffending, recall to prison, homelessness, drug relapse and overdose, suicide, and other social harms, are especially high. Many people often need more skills or confidence to continue the positive work they started in custody. It can be challenging for the individual and their significant others without support. Routes 2 Change practitioners establish the need for work in the community through individual release plans and assessing the criteria for community support.

Good Practice Example

The Routes 2 Change programme has an Information Sharing Agreement with the Probation Service. This critical relationship provides a framework for sharing information between services when required to effectively inform pre-release planning and those the service supports in the community post-release. It is critically important as a framework to give probation staff confidence that they can legitimately share information with a non-statutory service, and this is important in enabling Pact to manage risk to its volunteers, staff, and the public. Similarly, it allows Pact staff to share information with Probation, for public protection and risk management purposes and to support successful resettlement.

Fresh Start Centre

Several prisons now have 'departure lounges' – usually a small space outside the prison gate or a section of the Visitors' Centre, where prison leavers can access support immediately before their release.

When developing Routes 2 Change in partnership with HMP Brixton, Pact worked with the Governor and Prison Group Directorate to consult prisoners about a similar service. One prisoner commented that a 'departure lounge' sounded like, 'where you go to die' while another told us: "I've been to an airport, so I know what a departure lounge is. What you're doing is not a departure lounge. And a lot of these guys have never been on a plane!"

Pact's Fresh Start Centres are dedicated spaces to support released men back into the community. At HMP Brixton, the Centre is a separate building with a lounge and office space. At HMP YOI Isis, it is a shared space within the Visitors' Centre. Both are a few feet away from the main gate. The Centres provide people leaving prison access to the internet to register for services such as GPs and dentists, as well as support and signposting from Routes 2 Change practitioners.

Good Practice Example

Our Fresh Start Centres encourage multi-agency working, offering practitioners a comfortable and confidential setting to meet with people leaving prison. Having support in one dedicated space enables more effective wraparound support for prisoners and their families and empowers them from day of release to make a fresh start after prison.

Discretionary welfare grants

Through the Routes 2 Change programme, Pact offers discretionary welfare grants to people on probation, and their children and families. These are typically small grants in the form of vouchers or goods and can be used in situations where they will make a substantial and immediate difference to a service user and/or their family. Typical requests are for essentials such as food vouchers, clothing, appliances and toiletries.

We consider awarding grants to anyone who is an existing service user of Pact services: someone in custody; a prison leaver; a person with a conviction in the community, or a significant other, close relative or child of the above. Someone from Pact must have an existing professional relationship with them before applying for the grant and the person receiving the grant must be over 16 years of age even if the money is to support a child.

Not only do welfare grants ensure former prisoners are better able to take positive steps following their release, but they also help to reduce some of the harm caused by imprisonment to prisoners' children and family members.



Community support process

1. On release day, the service user meets their practitioner at the Fresh Start Centre. Together they go through the release plan. It is at this stage the practitioner ensures all relevant information is shared and the service user has all they need to maintain contact with Routes 2 Change.

2. The practitioner schedules a follow-up appointment within the first week of release. This can either be face-to-face or over the phone.

3. If the Routes 2 Change practitioner had applied for a discretionary welfare grant from Pact, it is at this stage the service user will be given either the voucher(s) or items bought to support their transition into the community. This can include an Oyster card to support travel to and from appointments and a mobile phone to maintain regular communication with Routes 2 Change as well as local authorities. The welfare grant scheme is not advertised and depends on charitable funds and gifts in kind secured from Pact, so availability will vary.

4. The practitioner ensures arranged travel to approved premises or probation.

5. The practitioner updates ECINS and checks Relationship RADAR® has been completed.

6. The practitioner offers to maintain contact over a six-month period (twice weekly in the first two weeks and then once every two weeks.) Support will include multi-agency working and signposting to other services as appropriate.

7. Support concludes after six months, and the practitioner obtains feedback and produces a case study with consent of the service user.

We suggest that:

- ▶ If possible, practitioners obtain contact details for prisoners before they are released into the community.
- ▶ If this is not possible, practitioners will ask the Probation Key Worker to send a contact number.
- ▶ If appropriate, practitioners may make contact through family members. For example, if someone is living with their mum on release.
- ▶ Contact is made weekly for about the first four weeks after release, moving to fortnightly as needs are met.

When relationship issues need troubleshooting or professional mediation is required, we use Family Group Conferencing. If done before release, an appropriate place in the prison can be used. If post-release, this can be done remotely or face-to-face.

Darren's Story

Darren had fully engaged with Routes 2 Change practitioners throughout his time in custody and was looking forward to the end of his sentence. On the day of his release, the team met him in the Fresh Start Centre as he had no family or friends who could meet him at that time. This allowed them to discuss any last-minute worries and ensured his immediate needs were addressed, including giving him a mobile phone so he could keep in touch.

Darren was initially released to accommodation in East London, but he was told that he would have to leave this and move to an alternative property. He was very nervous about the thought of moving again and felt isolated, having no family around. However, Darren met regularly with his Routes 2 Change practitioner in a local café, which helped with his feelings of isolation and helplessness. He began to feel more excited about taking one step closer to independence.

While engaging with Routes 2 Change in the community, Darren was classed as 'homeless', although he regularly bid for one-bedroom properties within his financial means. He felt that he was often faced with prejudice for being in receipt of benefits. But despite this, he persevered and acquired a suitable property. His Routes 2 Change practitioner supported his move from his East London accommodation to his new home.

Darren's reintegration into the community was so successful he is now supporting other prison leavers and contributing to the Routes 2 Change Shadow Advisory Board.

Review and closure

Before closing a case, practitioners will review progress with the prisoner, exploring whether their original needs have been met and whether there are any further actions or new needs arising.

The Routes 2 Change process ensures that if the individual still needs relationship support, they remain eligible to remain on the caseload.

In closing the case, Pact will work with the individual to complete an **Exit RADAR**[®] and seek feedback on the support they have received. A closure letter is sent to them once the case has been closed.

The **Casework Checklist** helps in making sure practitioners have completed all relevant steps before closing the case.



12. Glossary

ACCT – Assessment, Care in Custody and Teamwork	ACCT is a plan to support someone in prison at risk of self-harm or suicide. Its primary purpose is to keep prisoners safe. A dedicated case coordinator will bring together staff from across departments to create a plan of action to achieve this.
Adverse Childhood Experiences (ACEs)	Adverse childhood experiences, or ACEs, are potentially traumatic events that occur in childhood (0-17 years) that may impact health and wellbeing. Imprisonment of a parent is classed as an ACE.
Befriendee	A befriendee is a prisoners' relative or significant other receiving support from a Volunteer Befriender in the community.
Befriender (Volunteer Befriender)	A Volunteer Befriender offers confidential one-to-one support to a prisoners' family member or significant other in the community.
Case study	An in-depth explanation of an individual case, usually pseudonymised to protect the service user's identity. The study will explore the service user's key needs and/or challenges, what support was provided, and the main outcomes of support.
Champions	Routes 2 Change Champions are peer workers who actively support prisoners on their wing to engage with the programme.
Departure lounge	Prison departure lounges support people on immediate release from prison with advice, guidance and support on a range of issues. Pact's Routes 2 Change equivalent is the Fresh Start Centre.
Discretionary welfare grants	Pact provides small welfare grants to existing service users for support with purchases such as food, appliances, clothing and toiletries. Grants are awarded on a needs-led basis.
ECINS	ECINS is a widely used multi-agency case management and collaborative support system. It can be accessed remotely via the web on any device, so partner agencies can share information quickly and easily.
Family and Significant Other Services (FaSOS)	Pact's prison-based Family and Significant Other Services (FaSOS) are funded under contracts to the Ministry of Justice through His Majesty's Prison and Probation Service (HMPPS). Pact currently delivers family services in 62 prisons across England and Wales.
Family Engagement Workers (FEWs)	Pact's Family Engagement Workers practice within commissioned Family and Significant Other Services to support prisoners and their families in maintaining contact.
Fresh Start Centre	Pact's Fresh Start Centres are dedicated spaces to support people immediately before their release from prison.

National Offender Management Information System (NOMIS)	Operational database used in prisons. It contains prisoners' personal details, age group, type of offence(s), type of custody, sentence length, prisoner movement data (internal and external), case note information, addresses of the prisoner (release, reception and curfew) and involvement in breaches of prison discipline. It also includes full details of the prisoners' visits.
Outcome Report	Outcome reports are specific and measurable tools used by Routes 2 Change to measure the changes a service user has experienced during an intervention. These include attitude, skills and behaviour. It is also used to measure whether goals have been achieved.
Pact Visitor Scheme	The Pact Visitor scheme facilitates visits by trained, vetted volunteers within the framework of Routes 2 Change to support prisoners who do not receive family or social visits or have no, or very limited, pro-social contact.
Relationship Care Plan	A Relationship Care Plan records the conversation between practitioner and service user about what support they would like to receive. It must receive approval from the service user to share their information with other professional parties.
Relationship RADAR®	A tool developed by Pact to determine which areas of support are most needed and to measure perceived improvements in these areas over the course of support. The RADAR® contains six core outcome domains, each containing specific outcomes.
Safer Custody Team	A dedicated team of staff whose job it is to keep the prison safe for every everyone. They will often work with other departments to do this.
Shadow Advisory Board (SAB)	Routes 2 Change's Shadow Advisory Board comprises prisoners and men released into the community who meet regularly with the Pact team to help develop the service.
Therapeutic play	A type of therapy where play activities and materials are used to support children and young people to express themselves. It is useful to address the often challenging and conflicting emotions felt by children affected by imprisonment.
Volunteer	Someone who spends unpaid time doing something to benefit others. Volunteers are not employees and are not covered by employment law. Pact volunteers give their time freely to support prisoners and their families. They are provided with a handbook, ongoing training, and are supervised and supported by a designated Pact staff member.

13. Resources

Resource	Available to:
Triage, induction & allocation	
Triage Assessment Form	Pact and external
Casework	
Relationship RADAR®	Pact and external
Relationship Care Plan	Pact only
Casework Checklist	Pact and external
Casework service user feedback survey	Pact only
Relationship Care Plan	Pact only
Monthly report	Pact only
Case study template	Pact and external
Prison Visitor Scheme	
Agreement Form	Pact only
Contact Sheet	Pact only
Volunteer befriending	
Volunteer Befriending Contact Sheet	Pact and external
Children & young people	
First Contact Report and Assessment	Pact and external
Children's Core Assessment Form: Baseline	Pact and external
Children's Core Assessment Form: End	Pact and external
Safeguarding	
C1 Safeguarding Form	Pact only

All resources are available to Pact people on **PIXIE**
 External resources are available at **pact1.link/R2Cresources**



Prisoners · Families · Communities
A Fresh Start Together