

Throughcare Strategy

The SPS strategic approach to Throughcare Support Services

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STRATEGY & INNOVATION DIRECTORATE

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Unlocking Potential, Transforming Lives

Directorate Owners:

Strategy & Innovation Directorate

Scope:

This strategy applies to service users, their families and partners of the Scottish Prison Service.

Approved by:

Purposeful Activity Programme Board

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Contents

1.0	Foreword	1
2.0	Themes.....	2
3.0	SPS Throughcare Vision	3
4.0	Objectives and Outcomes.....	3-4
5.0	Scope.....	5
6.0	Roles and Responsibilities	5
7.0	Purpose.....	6-7
8.0	Professionalism.....	8-9
9.0	Partnership	10-12
10.0	Governance.....	13
11.0	Further Information.....	14

Introduction from the Chief Executive

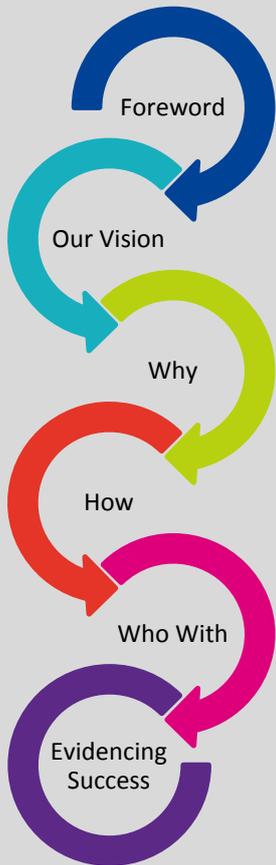


Our Organisational Review Report – *Unlocking Potential – Transforming Lives*, published in 2013, outlined a compelling vision for change. The introduction of Throughcare Support is a key part of that change. SPS has to respond to the changing needs and demands placed on the prison system and this requires Prison Officers to have the knowledge, skills and flexibility to work within a range of environments and to collaborate effectively with a diverse mix of partners and stakeholders. Throughcare Support Officers have illustrated this approach since their inception.

This strategy document makes explicit our commitment to working with partners to improve throughcare, as part of arrangements for community justice. We are determined to deliver the best outcomes for those sent into our care by the courts and to demonstrate how our value-led approach to professional practice brings with it the power to transform the lives of those in and leaving our care to return to their communities as citizens. By taking this asset based approach to throughcare, the SPS will make a meaningful and distinct contribution to the nationally shared ambition for a Safer and Stronger Scotland.

This document also makes explicit our commitment to partnership through alignment of resources behind shared priorities and challenges. We are confident that by developing the capacity and capability of Throughcare Support Officers and embedding a focus on continuous improvement, these actions will lead to better outcomes for those in and leaving our care.

This document provides a pathway for our work with service users, families and a broad range of partners to ensure that a network of community based support is in place for those entering, remaining in and leaving our care. I am excited by the ambition we have set, and the learning we have generated so far.



Introduction

SPS Throughcare Vision

Improving our Capacity to Respond

Engaging Service Users and Communities

Strengthening Partnership and Community Pathways

Evaluation and Research



Strengthening the SPS approach to purposeful activity and delivering improved rehabilitative and re-integrative services lies at the heart of the Organisational Review.

SPS – Our Vision for Throughcare Support Service

Throughcare Support Officers (TSOs) will:

- encourage those in our care serving short term sentences to engage in throughcare;
- support service users in and leaving our care on their journey into desistance;
- work with service users to prepare for and successfully make the transition from custody into the community;
- work collaboratively with service users families, colleagues and our partners to develop an asset based, individualised plan; and
- act as an advocate on the service user’s behalf while encouraging service user motivation to change through sustained engagement with key services.

This approach will build self-efficacy and is at the heart of unlocking the potential and transforming the lives of those in our care while providing service users with the skills to take ownership of their individualised plan and empower them to be effective citizens.

Objectives

1. Staff and those in our care are aware that the SPS has a strategy to develop a Throughcare Support Service.
2. Staff have an understanding of the strategy and have a working knowledge of the procedures for referral to the service.
3. Staff are aware of how they can support the Throughcare Support model through Integrated Case Management processes.
4. Those in our care are provided with information on the service and its procedures, regardless of whether or not they have been involved in the service (a range of formats including posters, ‘easy to read’ information, information for families and presentations e.g. as part of the National Induction Programme).
5. Strategy and procedures are applied consistently by SPS staff and management.
6. Data and documentation is collated to provide a robust evidence base, including what is working well and not so well.
7. Information obtained from data and service user statements is used to develop and inform continuous improvement.

The following SPS Throughcare Support Service Logic Model sets out the short, medium and long term outcomes of the Throughcare Support Model.

Outcomes of the Throughcare Support Model

Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes
<p>Personal Officer has a better understanding of their role in the Throughcare support process</p> <p>Service user has increased motivation to engage in the Throughcare support Process</p> <p>TSO and service user have a shared understanding of service users strengths and needs</p> <p>Service user has increased motivation to foster positive family / personal relationships</p> <p>Service user has an understanding of their agreed release plan which will aim to address their needs on release regarding:</p> <ul style="list-style-type: none"> • Benefits • Housing • Substance misuse • Well-being and mental health • Physical Health • Education • Employability <p>Service user has reduced anxiety / stress on release</p> <p>Service user is motivated to make positive changes in their life.</p> <p>Service user is motivated to engage with appropriate services / interventions</p>	<p>Service user has sustained engagement with Throughcare service</p> <p>Service user has sustained motivation to make positive changes in their life</p> <p>More service users feel that they have positive family / personal relationships</p> <p>More service users have access to suitable advice and support on:</p> <ul style="list-style-type: none"> • Benefits • Housing • Substance misuse • Well-being and mental health • Physical Health • Education • Employability <p>Service user has increased self-efficacy</p> <p>More service users have an increased sense of wellbeing</p> <p>Service user has sustained engagement with appropriate services and interventions</p>	<p>Reintegration and acceptance into social networks and community</p> <p>Encourage desistance</p> <p>Reduce reoffending</p> <p>Community Recovery</p>

The [Logic Model](#) attached via this link sets out the basic activities involved and the inputs required to deliver the Throughcare support service.

Scope

This document applies to all those in and leaving our care, their families, prison officers and all partners of the Scottish Prison Service.

Roles and Responsibilities

The TSOs will play a critical role in the successful reintegration of service users returning to the community.

TSOs will:

- Engage with SPS partners, external agencies and appropriate organisations;
- Engage with Personal Officers, Families and Partners to support successful re-integration into the community;
- Assist service users in accessing necessary service provision on release while establishing / re-establishing pro-social relationships;
- Influence and motivate service users to change while identifying and developing a variety of opportunities to achieve the above through partner agencies. TSOs will also play a pivotal role in the process utilising individual case management plans in support of transition into the community;
- Provide an advocacy role on behalf of the service user;
- Provide on-going support after release through established support networks;
- Record data to support evaluation of the Throughcare process; and
- Share best practice across the SPS estate and partners to support the development of Throughcare and the TSO Role.

Throughcare Support Managers (TSMs) will:

- Work in collaboration with establishment management teams within their geographical area;
- Support TSOs and local Offender Outcomes management teams in the development and maintenance of local working practices while developing positive working relationships with Housing, DWP, CJSW, NHS and relevant Third Sector community based services across Scotland;
- Provide practice supervision to TSOs and support local Performance Management processes;
- Promote and communicate best practice across the estate and ensure consistent practice across all sites and measure against agreed outcomes; and
- Network with our Partners, champion the Throughcare agenda and continue to develop SPS Throughcare Strategy.



Improving our capacity to respond

PURPOSE

Transforming Lives: Our communities are safer because the people in our care are supported to build on their assets and return to their communities as productive citizens.

Development of a Throughcare model

The SPS Organisational Review (2013) recommended that SPS should actively engage with our partners to advocate on behalf of service users on release, identify gaps in service provision and, where necessary, seek access to services to which they are already entitled as citizens of Scotland.

41 TSOs and 3 Throughcare Support Managers (TSMs) have been supporting short term non-statutory service users to ease community re-integration across eleven establishments since April 2015.

The SPS Organisational Review acknowledged that TSOs have a key role to play in supporting service users prior to and on release and recommended that the role provides advocacy, motivation and support to service users transitioning between custodial and community led services. It noted that it was critically important that these staff have the necessary skills in relationship building, partnership development, advocacy, coaching and mentoring in order that partner organisations and those seeking support believe the SPS to be credible when it operates in the community.

The introduction of TSOs puts SPS at the forefront of ongoing community justice reform with the focus on working in partnership with the Third Sector, Social Work, NHS, Job Centre Plus and Housing to improve re-integration planning for those leaving our care. There is an obligation on all Community Justice Partners to brigade resources behind local partnership priorities and, moving forward, the TSOs will be a key part of the SPS commitment to alignment of Community Justice resources.



Engaging Service Users and Communities

PURPOSE

Transforming Lives: Our communities are safer because those citizens in our care are supported to build on their assets and return to their communities as productive citizens.

The 6 Stage Approach to Throughcare



The SPS will:

- Offer a voluntary Throughcare Support Service to those in our care serving a short-term sentence who have no statutory conditions placed on them. The Throughcare Operational Guidance document provides a full overview of the governance and assurance that supports the SPS Throughcare support model ([SPS Throughcare Guidance](#)); and
- Commence assessment through an asset based case management process on admission to prison and continue to support service users on their journey into desistance by working with them and our partner agencies to prepare for, and successfully make, the transition from custody into the community.

Evidence suggests that many of those serving short sentences have the highest risk of re-offending after leaving custody. This risk can often be exacerbated by a lack of co-ordinated support and mentoring during this early period, post release. Recognising that Prison Officers build up positive relationships and trust with those in our care throughout their sentence, the role of the Prison Officer can be extended to working across traditional boundaries and build on established relationships in order to support service users to navigate the challenges they face when re-integrating into communities on release.

Engaging Service Users and Communities

PROFESSIONALISM

Unlocking Potential: We have the right people, with the right skills, in the right place at the right time.

Supporting the Journey – Throughcare Support Officers (TSOs)

In order to support service users on their journey back into their communities, SPS TSOs will:

- Build Self-efficacy.

Self-efficacy is the belief that you are capable of performing a task, managing a situation and, perhaps most importantly, learning how to persevere during a challenge or setback. Service users with low self-efficacy often have lower aspirations and a weaker commitment to the goals they choose to pursue. They do not always concentrate on how to perform well and instead spend much of their energy on focusing on limitations and failures.

- Work on the strengths of the service user.

TSOs will continue to help service users set realistic, short-term goals throughout the journey from custody into the community and offer them support or signpost them to assistance when the journey does not go according to plan.

- Act as an Advocate.

In some cases on release from prison, service users can feel that their opinions and ideas are not always taken seriously, or that they are not always offered all the opportunities and choices available. This can be difficult to deal with, especially when they need to communicate effectively with agencies and public services. In such cases, TSOs will be there to support and advocate on their behalf. TSOs will support service users to have their voice heard on issues, defend and safeguard their rights and have their views genuinely considered when decisions are being made about their future.

Preparing a Returning Citizen

To support positive reintegration and community acceptance, TSOs will, through engagement with service users and other partner agencies, support service users to build capacity and to demonstrate:

- Family responsibility;
- Community involvement – recognising their right to be part of the community and the part they can play;
- Pro-social behaviour;
- A strong work ethic – embracing a positive and productive approach to work; and
- Social consciousness– taking ownership of their own actions and recognising the impact these actions can have on society.

TSOs will build on the strong relationships Personal Officers have fostered and maintained with service users whilst in custody, enabling them to support service users to navigate the complex environment and, where appropriate, advocate on their behalf with public and third sector organisations such as Housing, DWP, Health and Welfare on release. They will empower the service user to take responsibility for their management plan and encourage self – efficacy.

Case Management and Throughcare

Desistance research highlights the importance of a forward looking, strength based approach that concentrates on the potential of service users and cultivates assets found in families, social networks and communities which are integral to effecting and sustaining change.

Everyone will cease offending at some point in their life and our aim is to reduce the length of time that journey takes, through working with service users both during their time in custody and on their return to the community, under the umbrella of individualised case management pathways.

Case Management should place the service user at the centre of a whole system approach and should focus equally upon what happens after release as well as in custody. Comprehensive case management provides the pathway for transition back to the community and requires strong coordination and collaboration among key stakeholders in the prison and the community.

The Case Management Pathway is available to all of those in our care serving a short term sentence. Personal Officers can encourage service users to engage in a comprehensive, participatory assessment framework designed for the Case Manager to develop a rapport with the service user and to focus on the strengths, assets and support they have as well as the resources they require to inform the development of a support plan. It represents the beginning of a journey of change from offending to desistance and also supports service users who may already be moving to that stage of the journey.



Strengthening Partnership and Community Pathways

PARTNERSHIP

Unlocking Potential: Our collaboration with partners results in enhanced service provision for those citizens in and leaving our care.

The Christie Commission on the Future Delivery of Public Services (2011) called for maximising resources to support transformation of Scotland's public services through partnership working which in turn would successfully deliver improved outcomes for service users, groups and communities. This is supported by Justice in Scotland: Vision and Priorities (Scottish Government 2017).

It is envisaged that collaboration across public, private and third sector agencies would deliver a whole system approach in which partners:

- achieve shared outcomes;
- take collective responsibility;
- work collaboratively to deliver priorities; and
- support the efficient and effective operation of a sustainable, person-centred justice system, achieving outcomes for every citizen and every community.

SPS recognises that no single public body or sector can do this on its own. Successful delivery is dependent upon collaborative working across the range of criminal and community justice organisations and universal mainstream services such as Education, Health, Welfare and Housing.

SPS will work collaboratively with partners when developing our approach to throughcare to support those leaving our care. SPS are engaged with Scottish Government, both in justice policy, and across the wider public service sector in the consideration of the future direction for throughcare policies.

TSOs will work in co-operation and co-ordination with other throughcare service providers from the Third Sector and Criminal Justice Social Work.

SPS recognises that in order to support transition from custody into the community, it is vitally important that we work together with our partners to develop clear pathways and develop a robust system of throughcare, accessible to all, and with the service user at the centre, taking ownership of their own plan.

SPS know that we cannot achieve our Vision without the help and support of our many partners.

We will:

- Engage with Scottish Government, both in justice policy, and across the wider public service sector in the consideration of the future direction of throughcare policy;
- Be open and engaged with the public and with all of our partners as our journey progresses;
- Aim to achieve co-produced solutions whenever and wherever possible; and
- Be resolute and determined to find ways to improve and resolve what often in the past have seemed to be intractable problems.

Housing and Welfare Services

SPS recognises that service users leaving our care who are at high risk of homelessness are more likely to reoffend.

SPS will commit to:

- Working with our partners across all housing sectors to ensure that service users have the ability to access and sustain suitable accommodation on release;
- Supporting the implementation of the co-designed Sustainable Housing on Release for Everyone standards ([SHORE](#))
- Working in partnership with Housing Options Hubs and individual housing providers in order to raise awareness of the link between homelessness and offending to support the provision of suitable accommodation for service users within communities; and
- Supporting access to housing services both within prison and in the community.

Upon release from custody, many service users are dependent on benefit and welfare support.

SPS will ensure that:

- Service users are supported to access benefit and welfare services that will address money related issues; and
- Service users are supported to maximise income and minimise debt by working closely with the DWP, Local Authorities and Third Sector partner organisations in an effort to streamline services.

Health and Well-being

SPS recognises that service users leaving our care require support with Health and Well-being related issues.

SPS will commit to:

- Working with our NHS partners to ensure that service users are supported to access and sustain suitable GP, Mental Health and addiction services where required ;
- Working in partnership with NHS and service providers in order to raise awareness of the link between health and well - being and offending; and

- Supporting access to Health and Well-being services both within prison and in the community.

TSOs will support:

- Service user access to GP services that will address prescription issues on day of release; and
- Service users to access appropriate advice and guidance from GPs to support benefit applications.

Families

SPS recognises the impact that imprisonment can have on family life.

That is why supporting and maintaining family links and promoting positive pro social relationships while the family member is in prison and on release is one of the SPS' key priorities going forward.

SPS is committed to:

- Supporting service users leaving our care and returning to their communities and their families; and
- Supporting service users' families throughout an individual's time in custody and on their release.

We recognise that such positive relationships can make a valuable contribution in supporting people to desist from further offending.

SPS recognise the need to support service users and their families throughout the journey.

TSOs will:

- Work collaboratively with key partners to support delivery of the Family Strategy;
- Ensure family members are treated with fairness, dignity and respect;
- Ensure families are included in their relatives' rehabilitation wherever possible;
- Ensure the best interests of children are central to all decision making; and
- Promote effective partnership working as it is key to achieving successful outcomes.



Evaluation & Research

GOVERNANCE

Our services are efficient, effective and provide value for money

The logic model outcomes (see page 7) for the SPS Throughcare Support Service clearly sets out the Short, Medium and Long term outcomes of the Throughcare Support Model.

Monitoring arrangements are in place to determine whether outcomes are being achieved as well as how the journey for the service user may be improved.

These arrangements include monthly data capture and the use of self-evaluation, conducted at key milestones throughout the service user journey.

This data capture will record opinions and feelings of service users. SPS is committed to capturing user voice to support improvement of the service on an ongoing basis. This data capture will be supported by “story telling” in the form of detailed case studies evidencing the service user journey throughout custody and transition into the community.

All data will be captured and used for the purpose of evidencing achievements against the identified outcomes and for the further development and improvement to service co- design and delivery.

The SPS Throughcare Support Model was subject to independent evaluation by Reid Howie. The evaluation was published on 25th October 2017 and it is anticipated that the evaluation action plan which is under development will support the future direction and further development of the SPS Throughcare Support Service.

Further Information:

The SPS recognises that from time to time employees may have questions or concerns relating to this strategy. In certain situations employees' rights and obligations regarding this strategy may change. In these circumstances the SPS will abide by any statutory obligations.

The SPS wishes to encourage open discussion with employees to ensure that questions and problems can be resolved as quickly as possible. Employees are encouraged to seek clarification on any issues with the appropriate Line Manager in the first instance.

Sustainability

Improving our environmental performance and doing things in a more sustainable way should be seen as integral to our core business practices.

In line with the SPS Sustainable Policy and to demonstrate compliance with the Scottish Government's commitment to improving environmental and sustainable development performance, please be mindful if printing this document – keeping paper usage to a minimum (print only version), printing on both sides, and recycling.

Equality Statement

The SPS is an equal opportunities employer where all employees are treated with dignity and respect. We are fully committed to equality, diversity and human rights and to ensuring our culture, working environment, policies, processes and practices are free from bias. This strategy applies to all employees regardless of protected characteristics, and, subject to any eligibility criteria, length of service, grade, working pattern or operational status.

Inclusive Communications

It is our ambition to ensure that SPS documents are readable, accessible and engaging for staff. In formatting this document, good practice principles around engagement and inclusive communications have been adhered to. If you require this document in an alternative format please contact Human Resources.

Review and Monitoring

This strategy will be reviewed every 2 years or sooner where applicable to reflect changing business and legislative requirements.