



Gwasanaeth Carchardai a  
Phrawf EM yng Nghymru

HM Prison & Probation  
Service in Wales

# **HMPPS in Wales**

## **Learning and Skills strategy for Prisons in Wales**

July 2019

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## Introduction

This document sets out our strategy for delivering learning and skills provision that will:

- give individuals the skills they need to unlock their potential, gain employment and become assets to their communities, and
- improve the well-being of prisoners during their sentences and once released.

The strategy sets out:

- our vision for learning and skills across our prisons in Wales
- the Labour Market Information that informs our service provision
- our current service delivery arrangements
- plans for future development and service delivery.

## Prisons in Wales

HMP Cardiff and HMP Swansea are both category B local resettlement prisons, which includes a remand function. HMP Cardiff has an operational capacity of 820 men, while HMP Swansea has an operational capacity of 504. Both are city centre Victorian era prisons, with some modern construction.

As resettlement prisons, HMP Cardiff and Swansea primarily hold men serving a sentence of 18 months or under, and have a high proportion of remand and short term prisoners, with the majority spending less than 3 months there. The rapid turnover of the population, as well as the movement of men within the prison, brings its challenges, one of which being that there is often only a short period of time in which to engage with the men and deliver meaningful interventions, including learning and skills provision. Our strategy for provision at HMP Cardiff and Swansea is “bite size” units and a modular approach to promote engagement and support progression, even for very short term prisoners.

HMP Usk is a category C training establishment, which caters for men convicted of sex offences and vulnerable men. The prison has an operational capacity of 276. It is a Victorian era prison located in the town of Usk.

Learning and Skills provision for HMP Usk needs to properly recognise the difficulties the men will face in securing employment on release, identify the available opportunities and provide relevant learning opportunities and activities that are tailored to support them in securing suitable and risk appropriate employment on release. It also needs to take account of the needs of the significant numbers of men who will be beyond working age on release. Our strategy for provision at HMP Usk is longer term learning, including Open University.

HMP Prescoed is a category D open prison with an operational capacity of 230 and is located in a rural area, approximately 3.5 miles from HMP Usk. As an open prison, HMP Prescoed is designated as providing a resettlement function and holds low risk men who are being supported to prepare for release. This will include some sex offenders. Many men will be subject to release on temporary licence (ROTL).

A unique feature at HMP Prescoed is Cilwrgi Farm. It is a working farm which encompasses a dairy and forestry and provides employment for 21 men, giving skills, training and qualifications. There are a number of other work opportunities at HMP Prescoed, including the kitchen which provides meals each day for approximately 530 men based at HMP Prescoed and Usk and employs up to 22 Men. The Cardiff based Clink restaurant currently employs approximately 30 men from HMP Prescoed.

Our strategy for learning and skills provision at HMP Prescoed includes identifying and delivering innovative ways of supporting the men to take full advantage of the opportunities offered by ROTL to build skills and experience which will help them find and sustain employment on release. Training opportunities and work placements linked to real employment opportunities in the community are central to that.

HMP Berwyn is a newly built Category C public sector prison situated in Wrexham, North Wales which opened in February 2017 with capacity for 2,106 adult male offenders. A third of these will be men from North Wales and approximately two thirds of the prisoners are expected to be from adjacent areas in England.

HMP Berwyn is a rehabilitative establishment, providing a safe, decent and secure environment where prisoners are encouraged and assisted to prepare for a fresh start in life. Welsh culture and language is embedded into the whole-prison approach and the prison has a central place in the community, bringing jobs and opportunities to the region, holding prisoners closer to home and helping them resettle.

The prison provides a modern environment and approach, which offers the opportunity for innovative ways of delivering learning in a custodial setting. The Learning and Skills provision is delivered by Novus Cambria under contract to HMPPS and they are working with the Governor to deliver a holistic learning environment across the whole prison. Learning and Skills is being embedded across every aspect of prison life, so that every facility or activity within the prison offers an opportunity for individuals to learn or develop new skills.

HMP & YOI Parc is a Category C prison located in Bridgend, South Wales and holds a total of 1,719 male prisoners of which 1,439 are adults, 220 young offenders, included in this figure is a facility for men committed of sexual offences and 60 young people. HMP & YOI Parc provide the remand function for sex offenders for Wales. The prison opened in November 1997 and is the only private prison in Wales, operational delivery is provided by G4S under contract to HMPPS.

The prison offers a progressive and challenging regime in a modern environment dedicated to reducing re-offending and enabling individuals to fulfil their potential back in their local community. The regime is designed, as far as possible to reflect life and work in the outside community and is modelled on the terms, conditions, practices and standards both offered and expected by industrial employers.

Prisoners are actively encouraged to address the causes of their offending through a range of offending behaviour programmes, active sentence planning procedures and by providing appropriate employment and training opportunities and work programmes.

G4S is responsible for the delivery of all learning and skills provision and they provide opportunities for learners to gain a range of accredited vocational qualifications that can help them to find work on release.

## Vision for Learning and Skills in our Prisons

### Employability

The Welsh Government (WG) funds learning and skills provision and prison libraries in Welsh public sector prisons through a joint Memorandum of Understanding (MOU) with HMPPS in Wales. WG and HMPPS in Wales fund learning and skills delivery at HMP & YOI Parc.

HMPPS are responsible for commissioning all learning and skills provision in the six prisons in Wales and the funding provided by WG supports a number of commitments within the WG *Programme for Government: Taking Wales Forward*. A key focus is on providing the support people need in order to access jobs. Through better education and providing skills for life, this will serve to break the cycle of disadvantage and inequality that many offenders experience over the longer term. In *Prosperity for All: Employability Plan* - the Welsh Government's commitment is to offer the skills people need to thrive and prosper and to reshape employability support for job ready individuals, and those furthest from the labour market, to acquire the skills and experience to gain and maintain sustainable employment. The Welsh Government requested the Rt. Hon. David Hanson MP to review prison education in Wales and his report *Reforming Outcomes – a review of Offender Education in Wales* was published in March 2019. The Welsh Government are reviewing the recommendations and will continue to work closely with HMPPS to review and improve the provision of education in prisons in Wales.

The funding also supports the joint HMPPS and Welsh Government's framework to support change for those at risk of offending, *A Framework to support positive change for those at risk of offending in Wales* which recognises that reducing re-offending through skills and employment is believed to be one of the most effective means of combating crime.

We believe that improving an individual's chance of finding meaningful employment on release plays a pivotal role in successful rehabilitation. We therefore need to ensure that prisoners are provided with opportunities to gain qualifications through learning and skills provision that maximises their chances of gaining and sustaining secure and meaningful employment on release.

In order to do this, we will use labour market information, and develop and strengthen links with employers, Jobcentre Plus and the Working Wales advice service, delivered by Careers Wales, to ensure learning and skills provision that equips individuals with skills that will help them find employment in the area to which they are being released.

Our vision is for all our prisons to be learning establishments with a clear, recognisable learning culture. We want a range of quality, engaging and motivational Learning and Skills provision consisting of Essential Skills, Vocational, Non-Vocational and Employability accredited courses appropriate to the assessed needs of the prison population and the labour market.

Learning and Skills provision will be underpinned by the following priorities:

1. Providing high quality Learning and Skills services that are determined by the assessment of individual needs of the men and those of the labour market where they will be resettled in order to support desistance and help reduce reoffending
2. Strengthening links with employers to increase employment prospects on release
3. Providing a service that can support, through collaborative working with other partners, a progression of both learning and employability following release from custody
4. Embedding Learning and Skills within the prisons through a delivery model that is engaging and motivational and removes barriers to learning
5. Ensuring appropriate processes and linkages across prisons in Wales and England so that learners can continue to develop learning and skills when transferred to other prisons.

## Labour Market Information (LMI)

As outlined above, we believe it is crucial that we support the men in our prisons to maximise their chances of successful rehabilitation by helping them to improve their employability. In order to do this, we need to ensure that our learning and skills provision is relevant and effective, and tailored to meet the needs of the men and that of the local labour market. We will do this by using labour market information (LMI), not only in making decisions about new or changed provision, but on an ongoing basis to continually review, update and enhance our provision. We will further develop our relationship with the Regional Skills Partnerships in order to benefit from their links with local employers and strategic planning based on robust LMI.

Approximately 80% of prisoners in South Wales are released to the South Wales area. In order to determine the right provision across our prisons we have utilised LMI from both the South East Wales and the South West and Mid Wales regional skills plans. We have also consulted EMSI which is a labour market intelligence data system that can provide robust and comprehensive labour market data to better align work and learning in prison with job opportunities in resettlement areas.

The provision in HMP Parc and HMP Berwyn is delivered under contract and the providers (G4S and Novus Cambria) evidence the use of labour market information to inform the type of provision they deliver which can maximise the chances of employment on release. HMP Berwyn also have links with the North Wales Economic Ambition Board.

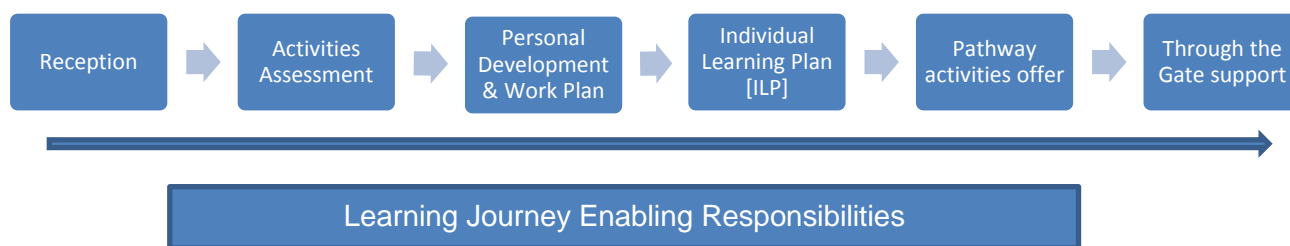
## Core Delivery Principles

Our vision is to have a consistent learning offer across the prisons that supports the delivery of activities that are best suited to the men and that will improve their job prospects following release. The roles and responsibilities of those who need to support and deliver the new approach will be clearly set out and wider regional projects will be delivered to support the structure.

## The Learner Journey Pathway

We will have a consistent learner journey in each prison that consists of assessments and a structured pathway programme to provide individuals with opportunities to address barriers to learning, develop their skills, interests and attitudes to work and help them return to the community with improved skills and abilities that can lead to work and a reduction in their risk of reoffending. The diagram and sub-sections below show the pathway programme journey and what each step entails.

The Learner journey will depend on a collaborative approach between education, resettlement and psychology and will also hinge on developing closer links with the various partners that work in the prison which include CRC and NPS offender managers, DWP work coaches, Working Wales advisors, PACT, BOSS, Better Jobs Better Futures, n-ergy etc.



### Activities Assessment

The learner journey will begin with all prisoners having a learning and activities assessment during their induction period which will assess the prisoner's literacy and numeracy levels, learning difficulties and disabilities, barriers to learning and employment choices both in prison and on release. Learners are referred to the Working Wales advisor in each prison in order to strengthen assessment and provide links to real jobs on release. We are using the Wales Essential Skills Toolkit (WEST) to assess literacy, numeracy and digital literacy in two of our prisons and are planning to roll it out to all the prisons in Wales.

## **Personal Development and Work Plan (PDWP)**

All learners will have a personal development and work plan that follows them on their learner journey, through the custodial system and on release, and records the courses they will undertake and employment options in the prison and on release.

It is important that the individual is engaged in the completion of their LWP during and following assessment, and that the plan is regularly updated. The plan should be related to a career pathway that can be followed both in custody and on release and should include:

- An Essential Skills assessment to determine literacy and numeracy levels and needs (WEST)
- Assessment of learning difficulties and disabilities and additional support needed
- Assessment of employment needs and potential including Employability soft skills needs
- Assessment of suitability to work in prison industries
- Identification of barriers to learning and employment in order to unlock their potential and increase participation in prison activities and improve chances of employment on release
- Information, advice and guidance on career and employment opportunities on release and work opportunities available in the prison
- Information from the EAG relating to suitable jobs on release.

Arrangement will be made for the PDWP to be shared across prison departments and with other prisons using the Virtual Campus In The Community (VC-ITC) facility. We will work with partners so that learner plans are transferred into the community and WEST accounts can be accessed following release.

## **Individual Learning Plan**

Learners and teachers should have a paper based Individual Learning Plan [ILP] that is a working document for teachers and learners to outline the course objectives and which the learner signs to indicate they understand the purpose of the course. Once the course has been completed the result will be recorded in the Personal Development and Work Plan.

## **Pathway Activities Offer**

Learners will follow a pathway through learning and skills training and work placements in the prison that will suit their individual needs and interests. The pathway will cater for those who are not motivated to learn but wish to work by providing embedded skills sessions in workshops. It will also have support for those with additional learning needs.

## **Through the Gate**

For those who are willing and able to take up employment opportunities on release, Heads of Learning and Skills will engage with partners and employers before release so that individuals can be supported after release into work or further training opportunities.



The Heads of Learning and Skills and the Probation Services in Wales will work together to ensure the achievements and aspirations of learners are shared and understood by Offender Managers before they are released from prison and can be built upon when in the community. The development of digital prison learning capabilities such as Virtual Campus In The Community (VC-ITC), linking prison NOMIS case management with Virtual Campus and the roll out of the online Wales Essential Skills Toolkit (WEST) will increasingly assist with the transfer of information and reduce duplication for those who are under probation supervision and beyond.

The New Future Networks employment advisor will make links with Education Business Exchange and Business Wales in order to engage with employers who will offer jobs to men on release.

Prisons and the Probation Services will make links with the Working Wales advice service and Job Support Wales, the new Welsh Government employability programme to be launched in April 2020, who will work with offenders in the community to increase the numbers in employment. Working Wales will be the referral mechanism into this provision. Up to April 2020 probation services will continue referring directly into the Employability Skills Programme.

A Work Ready programme has been developed through Learning & Skills and supported by DWP, Working Wales and BOSS as well as the Better Jobs Better Futures (BJBF) project in Swansea and Acorn Recruitment in Cardiff to develop real employment links with employers for all the vocational training.

## **Learner Journey Enabling Responsibilities**

Delivering an effective learner journey requires support from the whole prison regime and an effective integrated approach from all partners. Everyone has a role to play. The minimum responsibilities are:

### **Learning and skills departments shall**

Share information, as required, relevant to other custody processes, such as managing self-harm (ACCT), safety risks (IR and incident management) and the wider behaviour management (IEP and adjudications), and case management (such as attending sentence planning and review meetings) of prisoners in a custodial environment.

Share the results of the Learning and Activities Assessment and PDWP with the Activities Allocation Hubs, Offender Management Units, Careers Wales, DWP Work Coaches and other partner agencies delivering employability provision.

Make sure regular progress reviews outlining further learning or support needs are reflected in updates to the PDWP and shared with work and activities providers.

Record the assessments and achievements of each learner on the Learning and Skills Management Information System, PDWP and NOMIS to demonstrate distance travelled and progression during their time in custody. This information will then be available to Offender Managers and other activities providers.

Work closely with the prison's health and social care colleagues to provide appropriate support to address the Learning and Skills needs of prisoners with learning or physical difficulties or disabilities.

Inform the Community Rehabilitation Company of prisoner learning outcomes to ensure each prisoner's record is up to date before their release from custody.

#### **Governors shall**

Deliver an integrated activities allocation process which ensures prisoners are allocated to learning and work activities that meet their needs and interests as outlined in their Personal Development and Work Plan (PDWP).

Allocate prisoners to activities based on the Learning and Activities Assessment so that prisoners can attend classes and workshops that meets their needs and interests and can attend regularly to achieve the qualification or vocational skills.

Ensure prisoners attend the allocated activity on time and to the agreed frequency so that courses or work activities are completed as required on the PDWP.

#### **Probation services shall**

Take into consideration the information to the PDWP when planning resettlement.

Ensure any further learning and support needs identified are provided to learning and skills, industries and offender management so they can be included in the PDWP.

#### **Offender Management Unit shall**

Take into consideration the information to the PDWP when undertaking sentence planning.

Ensure any further learning and support needs identified are provided to learning and skills, industries and offender management so they can be included in the PDWP.

## **Learning and Skills - Service Delivery Plan (SDP)**

Each prison will produce a 3 year SDP that outlines the overarching strategy to deliver the provision, key priorities, stakeholder engagement and quality assurance. It will include the courses and how they will be delivered in each classroom, workshop or other activity area across the prison.

The plan should be based on the prioritisation of learning requirement and labour market information, with a focus on supporting learners into employment, education or training on release.

The plan will be supported by a detailed curriculum that lists all the courses to be delivered, outline KPI's and other performance targets that will be achieved and the number of learning places provided. The expectation is for delivery to be consistently delivered throughout the year with appropriate cover for staff leave and sickness to reduce cancellation of courses.

The SDP should be prepared by the Head of Learning and Skills in collaboration with and agreed by the Governor, HMPPS Co-commissioner, Cluster Lead for Learning and Skills and the Head of Reducing Reoffending to make sure that there is mutual agreement on the types of courses to be delivered. The SDP will be updated when necessary during the 3 year period.

## All Wales Prison Projects

Quality learning and skills provision requires:

- Appropriate assessments that are not needlessly repeated during a sentence,
- Opportunities for digital learning and
- Opportunities to attain industry standard qualifications.

Governors, managers and commissioners need accurate management information reports to determine if the provision is delivering expected outcomes for learners and to inform change and developments. ESTYN has recommended in recent inspections that management information should be improved.

We are therefore currently undertaking two overarching projects:

### 1. Management Information System on the Virtual Campus (MIS on VC).

We are currently developing a new Management Information System for Learning and Skills in order to deliver improved recording and reporting of all learning and skills provision to meet the needs of Welsh Government, HMPPS, Governors and managers. The VC MIS will inform continued improvements in quality provision in line with recommendations made by ESTYN and quality assurance activities.

To ensure the system is accurately maintained a MIS coordinator works across all the prisons to support the HoLS and admin officers with data entry, management and reporting and provide assurance to co-commissioners. Also some additional admin officer resource has been provided.

### 2. The Wales Essential Skills Toolkit (WEST)

WEST is the online assessment of literacy, numeracy and digital skills that WG require all providers of post 16 education in Wales to use. The proof of concept pilot to introduce WEST into HMP Cardiff has successfully completed and we have rolled out WEST in HMP Swansea. The next steps are to roll out WEST to the 3 other prisons in Wales and continue development work to whitelist WEST on the VC.

# Integrated Quality Assurance - overview

## Our vision for excellent quality

We will develop a Quality Assurance Framework (QAF) that will deliver quality learning and skills and a culture of continual improvement and professional development across the prisons. The QAF will include self-assessment, internal quality reviews, assurance activities and reports and will be aligned to Estyn's Common Inspection Framework and recent HMIP/Estyn Inspection recommendations.

We will compare our delivery against national comparators in adult community education to ensure we deliver excellent provision. We will regularly seek the views of prisoners and prison staff on the type of learning, skills and employability provision so that we can better meet needs.

The framework will include a quality management group structure consisting of all Wales and individual prison activities to enable prisons to work together to continually check quality is being delivered and continually improving.

We will use the new Management Information System (MIS) to consistently and accurately record and report on all learning and skills across the prisons. The new MIS will enable us to provide accurate KPI reports and a range of management information to help us evaluate our delivery and keep Governors and commissioners informed.

A key driver is to develop our staff skills through a robust and sustainable continual professional development (CPD) model that will require all staff to attend relevant training each year in line with objectives set out in the Staff Personal Development Record (SPDR).

## Quality Management Groups Structure

We will have a Quality Management Group (QMG) structure across the prisons that will consist of an All Wales QM Group and individual QM prison groups.

The All Wales QMG will be chaired by the HMPPS Wales Quality Assurance Manager and attended by the HoLS from all prisons and the Cluster Head of Learning and Skills. ESTYN and Welsh Government education quality specialists will be invited to join the group and other providers of adult education may be invited as necessary to inform developments.

The Prison Quality Management groups will be chaired by the HoLS and attended by the Heads of Reducing Reoffending, the prison L&S Quality Assurance Manager, the Industries Manager and other staff as required. Partners delivering learning will also be involved.

This structure will be aligned to ESTYN Common Inspection Framework and will enable the sharing of best practice, thematic developments and support continual quality improvements.

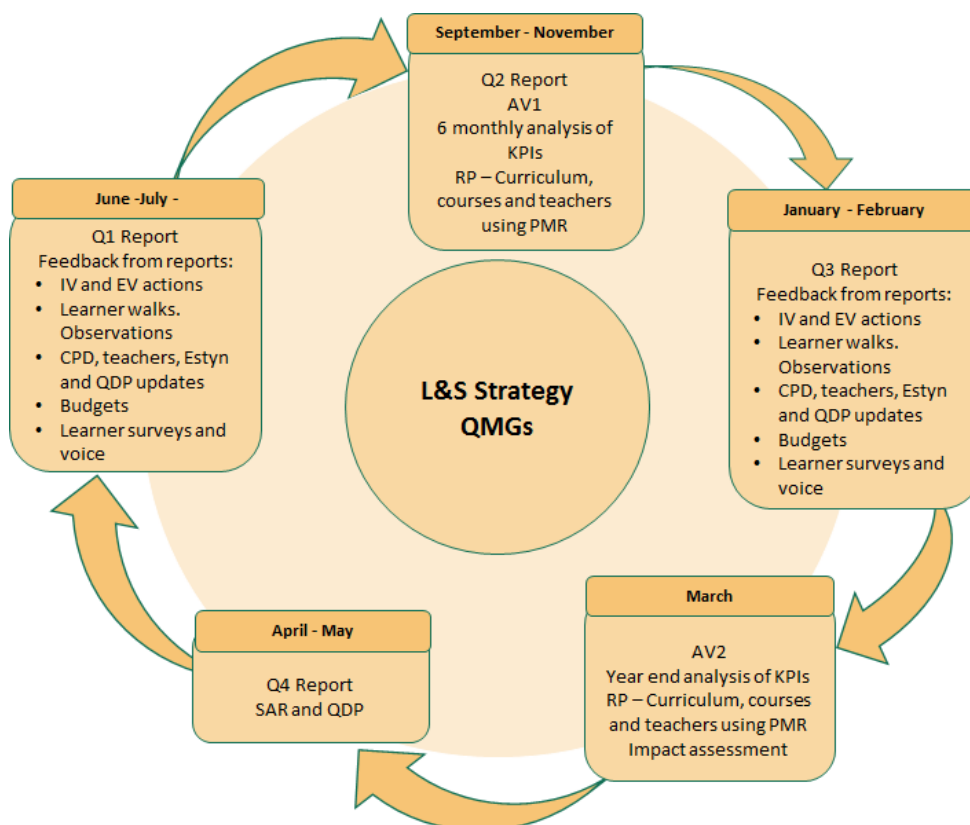
## Internal Quality Review (IQR)

The HMPPS Wales Quality Assurance Manager will lead annual Internal Quality Reviews (IQR) in the prisons and will ensure that this is a peer led process which includes the Cluster Head of Learning and Skills and the Heads of Learning and Skills.

The IQR will feed in to the HMPPS in Wales Assurance Framework and be supported by the Operational Assurance Lead. The All Wales QMG will oversee and quality assure the establishment IQR activity and provide a broader focus on quality that will benefit all providers of offender learning. Terms of reference for each of the groups will be developed.

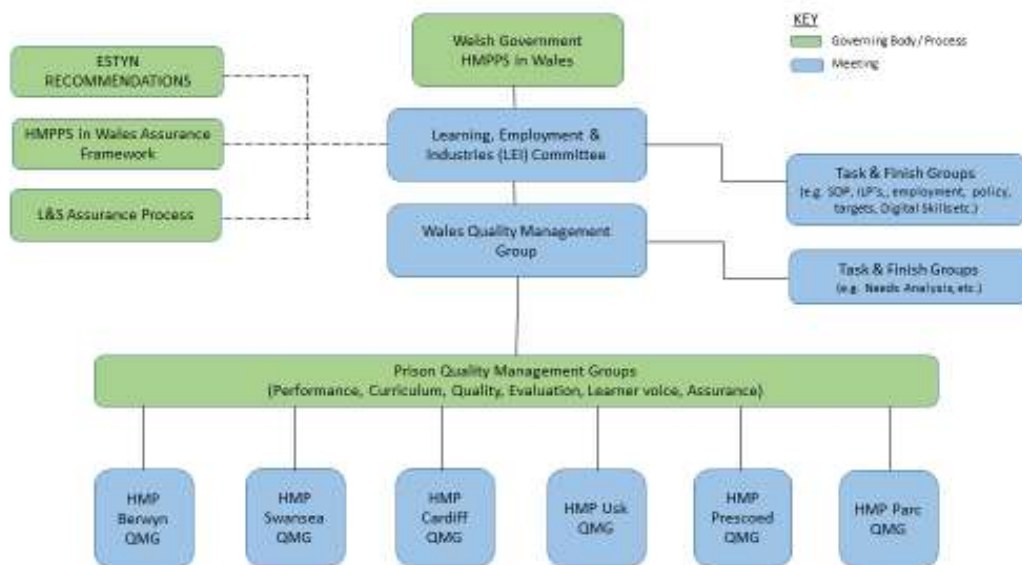
## The Quality Improvement Cycle

In order to deliver quality provision, improvement activities will be undertaken as a continuous cycle to ensure data is examined and views of learners and other stakeholders are sought and taken into consideration. The findings will be reported at regular intervals to HMPPS and ESTYN throughout the year.



## Governance

The governance structure for the Quality Assurance of Learning and Skills activity is set out in the diagram below:



## Continual Professional Development

We will support and develop staff internally through an appropriate CPD framework linked to SPDR's and provide additional funding. Feedback from the observation process will ensure that staff development addresses any issues raised and will provide a platform for sharing of best practice between establishments.

## Needs Analysis

A Needs Analysis will be undertaken and will include views of learners, data on learner needs, views of wider prison staff and labour market information.

The information will be used to inform the Service Delivery Plan, Self-Assessment Reports, Quality Development Plans and management decisions. Evidence will be fed to the local Quality Management Group and used in course reviews as part of self-assessment and quality improvement processes.

## **Vocational Training Effectiveness Project**

ESTYN's inspection of Cardiff recommended that soft skills courses are evaluated to determine if they have an impact post release. We have commenced a project to evaluate the effectiveness and benefits of Cardiff's vocational training model, in particular, the outcomes of 'soft skills' from the wellbeing courses that focus on social and emotional aspects of learning. There are two parts to the study:

1. Evaluate in-house provision to determine impact of Cardiff's delivery model and progression of 'soft skills' namely the social and emotional aspects of learning that contribute to becoming work ready.
2. Track men once released to determine if completing prison vocational training courses has an impact on employment prospects.

If the model is successful consideration will be given to rolling out to other prisons.

## **Additional Quality Assurance resources**

Recent ESTYN inspections and assurance activities have identified the need to strengthen the management and delivery of quality and data analysis to inform continual improvement. The Integrated Quality Assurance (IQA) framework is designed to address these recommendations and deliver quality learning and skills and a culture of continual improvement and professional development across learning and skills in all prisons.

To do this each prison will need to implement the IQA and the new data recording and reporting MIS, currently under development, ensuring consistency of principles and practices across all prisons. We have invested in additional staff resources, being four Quality Assurance Management posts, a MIS Coordinator and additional administrators to deliver improvements.

## **Reporting and Assurance**

HMPPS and WG negotiate the MOU which contain the KPI's and other development objectives for the year. HMPPS provides the prison with an SLA which outlines the agreed individual prison KPI's and other objectives in line with the MOU. HMPPS is required to report quarterly on progress and the prisons each provide a data and narrative report and these together with an overall report are provided to WG.

HMPPS and WG officials undertake assurance visits to each of the prisons twice a year to ensure delivery is in line with MOU requirements. A random sample of case files are selected and examined for evidence of course starts and achievements as well as assessments and ILP processes. The visit also includes discussions with learners and various members of staff and updates on developments and issues.

A report with any recommendations is prepared following the visit and shared with the Governor, HoLS and Prison Group Director and Executive.