



**Prison
Service
Order**

**ORDER
NUMBER
2400**

**Democratic
Therapeutic
Communities**

PSO DEMOCRATIC THERAPEUTIC COMMUNITIES (CORE MODEL)

EXECUTIVE SUMMARY

<p>STATEMENT OF PURPOSE</p> <p>This PSO has two purposes:</p> <ul style="list-style-type: none"> • To set out the business arrangements for strategic development and performance management of Democratic TCs within the Prison Service. • To inform the wider Prison Service of the provision of Democratic TC places within the estate; location, number of places and procedures for referrals and transfers on.
<p>DESIRED OUTCOME</p> <p>Implementation of a strategic approach to the further development of Democratic TCs within the Prison Service.</p> <p>Clear guidelines for referral and transfer to and from Democratic TCs within the Prison Service.</p>
<p>MANDATORY ACTIONS</p> <p>Referrals To and Transfers From TCs</p> <p><i>Following initial assessment (up to 3 months), if a prisoner is assessed as not suitable for a TC they must return to the sending/ main establishment.</i></p> <p><i>If prisoners drop out or are voted out of Therapy within the first 6 months then the sending/main establishment must be prepared to receive them back unless there are good operational reasons why an individual cannot return, e.g. informant, co-defendants now at establishment.</i></p> <p><i>An End of Therapy Report must be provided to the receiving prison and/or Probation Service on transfer of prisoners from a Democratic TC.</i></p> <p><i>Transfers between Grendon and Dovegate TCs:</i></p> <ul style="list-style-type: none"> • <i>Transfers between the two establishments will not normally take place unless there are exceptional clinical or operational grounds.</i> • <i>Should a prisoner write to either establishment requesting a transfer they should be asked to make an application through their Director of Therapy/ Therapeutic Communities or nominee.</i> • <i>Should staff wish to instigate a transfer the referral will be through the respective Directors.</i> • <i>If a transfer is agreed, each establishment agrees to provide full information for further assessment.</i> <p>Resources and Staffing</p> <p><i>All staff who apply for work in a TC must undergo a selection procedure to assess for suitability.</i></p> <p><i>All staff who work in a TC must undergo appropriate training for their role in accordance with the Accreditation Manuals.</i></p>

Separate residential accommodation and association areas are essential. There must be adequate room space for small groups to meet and to be out of earshot of others. There must be a community room that is large enough for all staff and residents to meet in, sit in a circle or square, and be able to see each other.

Strategic Development of Democratic TCs

All existing Democratic TCs must comply with the Accredited Manuals. New TCs must work towards compliance and have an action plan which demonstrates how and by when the accredited standards will be met. The timescales must be agreed with the TC Policy Manager and approved by the TC Strategy Group.

Any proposal to establish a new Democratic TC must be put, with a business case, to the Democratic TC Strategy Group¹, which will make a recommendation for approval by the Director of Operations as to whether this is appropriate and feasible within the proposed resources.

Performance Management and Quality Assurance

All Democratic TCs will be subject to an annual review against accreditation standards, part of which must be conducted by an external professional body.

All Democratic TCs must be members of the Community of Communities – A Quality Network of Therapeutic Communities established by the Royal College of Psychiatrists' Research Unit and the Association of Therapeutic Communities (includes TCs in the NHS, Education and Independent Sectors).

RESOURCE IMPLICATIONS

This is a policy update and restatement; all costs are from within existing resources.

IMPLEMENTATION DATE: 1 January 2005

(signed)

Peter Wrench
Director of Resettlement

Further advice or information on this PSO or the systems contained within it can be sought from:

Therapeutic Communities Policy Manager, What Works In Prison Unit – 0207 217 5887.

¹ Contact Therapeutic Community Policy Manager as detailed in introduction.
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SECTION 1 – LOCATION OF DEMOCRATIC TCs

- 1.1 This section sets out the geographical location and number of places each Democratic TC has as of October 2004. These are:
- **HMP Grendon** – 235 places for Category B men (5 communities and an assessment unit)
 - **HMP Dovegate** – 200 places for Category B men (4 communities, an assessment unit, and a High Intensity Programme unit)
 - **HMP Gartree** – 23 places for Category B lifers (1 community)
 - **HMP Aylesbury** – 22 places for Young Offenders (1 community)
 - **HMP Blundeston** (new 2004) – 40 places for Category C men (1 community)
 - **HMP Send** (new 2004) – 40 places for women (1 community)
- 1.2 Democratic TCs should be distinguished from Drug Treatment TCs (e.g. The Prison Hierarchical TC at HMP Garth, HMP Wymott,), which are also accredited but based on a different model. Further information on Drugs TCs can be obtained from the Prison Service Drug Strategy Unit.

SECTION 2 – PURPOSE AND DESCRIPTION OF DEMOCRATIC TCs

- 2.1 **Purpose:** Democratic TCs provide a long term, residential, offending behaviour intervention for prisoners who have a range of offending behaviour risk areas, including emotional and psychological needs. The degree of need may prevent them from engaging fully with a shorter programme or may make shorter interventions inadequate.
- 2.2 Two What Works Leaflets² and the What Works website on the Prison Service intranet give further information about the aims and purpose of Democratic TCs.
- 2.3 Prisoners are expected to stay for at least 18 months in a Democratic TC to give sufficient time to learn from the experience and be able to embed new skills through practice.
- 2.4 **Description of a Democratic TC:** Prison Service Democratic TCs provide an open living-learning environment for prisoners and staff. Prisoners and staff teams are empowered to make their own decisions, although they can expect to be questioned by the whole community on any matter e.g. a decision not to go to work, request for ROTL, a decision to transfer a prisoner, a decision to change the daily timetable.
- 2.5 The core day is structured around a therapy group – either a small group or a large community meeting. The accredited materials³ specify minimum regime provision and a sample core day is included on the website and at Annex A. Residents within a TC will also

² What Works Leaflets; “Democratic Therapeutic Communities in Prisons” and “Send Democratic Therapeutic Community for Women”.

³ See paragraph 5.1 and Accreditation Manuals.

work, attend education, and may attend other complementary programmes and therapies. Behaviour from all these activities is open to comment in the small and large therapy groups.

- 2.6 In the small groups, which happen 3 times a week, residents are expected to talk about their offending behaviour and encourage other group members to do the same. Links are drawn between current and past behaviour. Each resident has target areas that they are expected to focus on within the groups. These targets are encapsulated in a Therapy Plan which is drawn up in parallel with the Sentence Plan and OASys.
- 2.7 The large community meeting is the forum within which the community regulates itself. The community will elect a chairperson from the prisoner group who will chair the large group. There is a constitution which underpins decision-making and voting within the community meeting. The community can amend the constitution but certain rules are mandatory e.g. no drugs, no violence, no sex.
- 2.8 All decisions are made in a democratic way with voting by the whole community. In certain areas the staff group retain a veto, e.g. where the community has voted that an individual should leave therapy, *but they must still explain to the whole community the reasons behind their decisions.*

SECTION 3 – REFERRALS TO AND TRANSFERS FROM TCs

- 3.1 **Selection Criteria:** Basic information about current selection criteria can be found on the What Works in Prison website under the Therapeutic Community link. Details of contact points for further information about referral and application forms are also on the website.
- 13.2 **Referrals:** Aylesbury, Grendon, Dovegate, Blundeston and Send receive referrals from any prison establishment with prisoners who meet the selection criteria. Gartree currently receive referrals internally only. Referral forms can be obtained directly from each TC. The What Works website also provides further information about selection criteria and up to date contacts within each TC that can provide more detailed advice.
- 3.3 **Transfer following assessment as not suitable for Therapy:** When prisoners arrive in a TC they are subject to an assessment for suitability which can last up to 3 months. *Following initial assessment (up to 3 months) if a prisoner is assessed as not suitable they must return to the sending/ main establishment.*
- 3.4 **Transfer before end of Therapy:** *If prisoners drop out or are voted out of Therapy within the first six months then the sending/ main establishment must be prepared to receive them back unless there are good operational reasons why an individual cannot return, e.g. informant, co-defendants now at establishment.* This is important as if they remain in the community they can undermine the treatment of others.
- 3.5 **Transfer following end of Therapy:** On completion of Therapy every effort is made to find a progressive move for TC prisoners.
- 3.6 **Continuity, Aftercare and follow up:** *An End of Therapy Report must be provided to the receiving prison and/or Probation Service on transfer of prisoners from a Democratic TC.* This will detail work completed and outstanding areas of risk/ targets for further work. An End of Therapy Case Conference will take place and receiving staff and other supportive individuals will be invited to attend either in person or by conference call.

3.7 Transfers between Grendon and Dovegate TCs: The following protocol has been agreed to regulate transfers between the two largest TC providers in the Prison Service:

- *Transfers between the two establishments will not normally take place unless there are exceptional clinical or operational grounds.*
- *Should a prisoner write to either establishment requesting a transfer they should be asked to make an application through their Director of Therapy/Therapeutic Communities or nominee.*
- *Should staff wish to instigate a transfer the referral should be through the respective Directors.*
- *If a transfer is agreed, each establishment agrees to provide full information for further assessment.*

SECTION 4 – RESOURCES AND STAFFING

- 4.1 Staffing:** All communities are staffed by multidisciplinary teams who all have a therapeutic role within the TC. Prison officers work alongside psychologists, psychotherapists and probation officers. All staff, including prison officers, work as group facilitators and are supervised in this role by a community Therapy Manager or appointed nominee.
- 4.2** *All staff who apply for work in a TC must undergo a selection procedure to assess for suitability.* Information on selection procedures can be found in the Accreditation Materials⁴ and from each individual TC. This is important, as all staff will be involved in group work and other therapeutic activities. In a similar way to other Offending Behaviour Programmes it is important that staff understand the role they are expected to undertake and that they are suitable to undertake this work.
- 4.3** *All staff who work in a TC must undergo appropriate training for their role in accordance with the Accreditation Manuals.*
- 4.4** Democratic TCs are a whole regime and require a significant area of dedicated space. All aspects of daily life are structured in a way to ensure that the model is effective. Separate space is essential for TC residents in order that a community can be developed where it feels safe for people to open up about themselves and challenge those who threaten the community e.g. by taking or trafficking drugs. *Separate residential accommodation and association areas are essential. There must be adequate room space for small groups to meet and to be out of earshot of others. There must be a community room that is large enough for all staff and residents to meet in, sit in a circle or square, and be able to see each other*⁵.
- 4.5** There are additional staffing and IT costs for a prison running a TC and for this reason Governors/ Directors should not consider developing a TC without a clear long-term financial commitment. In addition to this it can take several years for TC to become properly established and effective and if there is not a long term commitment it is inappropriate and potentially damaging to staff and residents to begin to set up a TC.

⁴ See Accreditation Manuals

⁵ The Service Standards for Democratic TCs set out the minimum requirements in terms of space in detail – these are available on the Prison Service Intranet, What Works Website.

SECTION 5 – STRATEGIC DEVELOPMENT OF DEMOCRATIC TCs

- 5.1 The Correctional Services Accreditation Panel accredited a Core Model for Democratic TCs in March 2004⁶. *All existing Democratic TCs must comply with the Accredited Manuals. New TCs must work towards compliance and have an action plan which demonstrates how and by when the accredited standards will be met. The timescales must be agreed with the TC Policy Lead and approved by the TC Strategy Group.*
- 5.2 Service Standards for TCs were included within the submission and an audit and review model has been developed. Further information is available from the TC Policy Manager as detailed above.
- 5.3 Strategic Development of Democratic TCs is overseen by the Democratic TC Strategy Group, which is chaired by the Head of Sentence Management Group and meets quarterly.
- 5.4 *Any proposal to establish a new Democratic TC must be put, with a business case, to the Democratic TC Strategy Group⁷, which will make a recommendation for approval by the Director of Operations as to whether this is appropriate and feasible within the proposed resources.*

SECTION 6 – PERFORMANCE MANAGEMENT AND QUALITY ASSURANCE

- 6.1 Democratic Therapeutic Communities contribute to the KPI for Offending Behaviour Programmes. Details of procedures to be followed are found in PSO 7100 at 25.20.
- 6.2 *All Democratic TCs will be subject to an annual review against accreditation standards, part of which will be conducted by an external professional body.*
- 6.2 *All Democratic TCs must be members of the Community of Communities – A Quality Network of Therapeutic Communities established by the Royal College of Psychiatrists' Research Unit and the Association of Therapeutic Communities (includes TCs in the NHS, Education and Independent Sectors).*

SECTION 7 – LINKS AND FURTHER INFORMATION

- 7.1 For further information and reading, the following links are helpful:

[What Works In Prison Intranet Site, Therapeutic Communities link](#)
www.rcpsych.ac.uk/cru
www.therapeuticcommunities.org.uk
www.pettrust.org.uk
www.charterhousegroup.org.uk
www.igalondon.org.uk
www.bcp.org.uk
www.psychotherapy.org.uk

⁶ See PSO 4360 Correctional Service Accreditation Panel

⁷ Contact Therapeutic Community Policy Manager as detailed in introduction.

ANNEX A – EXAMPLE OF DEMOCRATIC TC WEEKLY TIMETABLE

Time	Monday	Tuesday	Wednesday	Thursday	Friday
07.45-08.00	Handover from night staff/ breakfast	Handover from night staff	Handover from night staff	Handover from night staff	Handover from night staff
08.45-09.00	Pre- Community Meeting Briefing	Pre-Small Group Briefing	Pre-Small Group Briefing	Pre-Small Group Briefing	Pre-Community Meeting Briefing
09.00-10.30	Community Meetings	Small Groups	Small Groups	Small Groups	Community Meetings
10.30-10.45	Prisoner Feedbacks	Facilitator write up time	Facilitator write up time	Facilitator write up time	Prisoner Feedbacks
10.45-12.00	Staff feedback/ supervision – time for Assessments Quiet time for residents	Staff feedback/ supervision Quiet time for residents	Staff feedback/ supervision Quiet time for residents	Staff feedback/ supervision Quiet time for residents	Staff feedback/ Supervision – time for Assessments Quiet time for residents
Lunch					
	Staff meeting (1 hour) Offending Behaviour Programmes	Staff Sensitivity/ Dynamics Group (1 Hour) Offending Behaviour Programmes	Individual Supervision (1 hour sessions)	Individual Supervision (1 hour sessions)	Complementary Therapies, e.g. Art Therapy/ Psychodrama
Tea					
	Evening Association/ Community Activities	Evening Association/ Community Activities	Evening Association/ Community Activities	Evening Association/ Community Activities	Evening Association/ Community Activities