

Annex: Table of initiatives and interventions

Table of initiatives

This table is an annex to our report: *Improving behaviour in prisons: a thematic review*. In our fieldwork for the review, we came across a number of initiatives and interventions that prisons were using to encourage positive behaviour. We have not formally evaluated these, but have included a brief summary in this table to facilitate those researching what might work in their own establishment, so that they can follow up with relevant prisons for more detailed information.

Prison	Name	Description
Boundaries, rules and rewards		
Rye Hill	Personal evidence diary (PED)	<p>Prisoners could complete a PED form to highlight something that they felt they had done well. Typically, this would be given to a key worker during a regular session for discussion and could then be put onto NOMIS.</p> <p>This provided the prisoner with a good opportunity to take ownership of their own success and progress and encouraged discussions with staff about positive behaviour, rather than focussing on negative behaviour.</p>
Rye Hill, Oakwood and Drake Hall	Celebrating success	<p>Several of the prisons we visited operated a nomination scheme where staff could nominate a prisoner who they felt had achieved something worth highlighting. These prisons included the families in the celebration events which helped the prisoner feel proud of their achievements.</p> <p>Rye Hill and Oakwood were also able to share this on their prison vlog.</p>
Oakwood	Points-based reward scheme	Oakwood operated a points-based rewards scheme with visible incentives and peer support to get prisoners to the top of the scheme.
Warren Hill and Buckley Hall	Community payback adjudications	Instead of traditional punishments such as removal of privileges or earnings, these prisons had introduced restorative punishments which included litter picking punishments, or the suspension of punishment if the prisoner committed to work with the substance misuse service.

Oakwood	Reward wings	<p>Oakwood had several reward wings. In one of the most highly sought after enhanced wings, prisoners had low levels of supervision, good kitchen facilities and were unlocked until 9pm.</p> <p>Oakwood also had two basic wings which incorporated interventions and peer mentoring. The aim was to return prisoners to standard wings within four weeks.</p>
Warren Hill	Enhanced behaviour management (EBM)	<p>All prisoners at Warren Hill were managed under the EBM scheme rather than a traditional incentives framework. Stages of EBM were genuinely motivational including access to the prison shop, cafe and private visits.</p> <p>The EBM provided a means for prisoners to evidence how they had reduced their risk and it was managed by prison offender managers (POMs). A trainee psychologist reviewed all new arrivals for a case file review and key workers used this information for in-depth discussions.</p> <p>Before prisoners moved to a different stage of the scheme, a multi-agency board would be held where the prisoners and staff could discuss their progress and develop objectives. This was more personalised than the usual incentives scheme and acted as a real motivator for prisoners.</p>
Positive, purposeful regimes		
Oakwood	Specialist workshops	<p>Oakwood had specialist workshops to help encourage prisoners to engage and progress. For example, they had a workshop aimed at prisoners under 30 years of age. Prisoners were provided with additional support from peer mentors as well as other interventions such as shorter working times and gym sessions, tailored to the needs of the group.</p> <p>There was also an impressive timber workshop where prisoners were held key management roles and made products for sale. The workshop formed part of a piece work session – so a percentage of the profit went into prisoner savings for release. Part of the profits were also donated to charity.</p>
Rye Hill	Special events	<p>Rye Hill ran a programme of events such as the celebration of Jamaica day, and a technology event. These were filmed and shown on prison TV to increase awareness and engagement.</p>

Rye Hill, Drake Hall and Buckley Hall	Enrichment activities	Several prisons ran regular weekend and evening activities such as games nights, Parkrun, Duke of Edinburgh scheme, art classes, circuits, film nights and birthday celebrations.
Drake Hall	Halfords training academy	The workshop run by Halfords in Drake Hall was a sought-after job because it offered highly paid, skilled work. There were numerous examples of women being employed by Halfords on release and as a national scheme it opened up opportunities to women wherever they were released to. It was also tied into a well-received annual charity cycle event.

Helping prisoners to prepare for release

Rye Hill	NECST – New Environment Community Support team	A team of long-term prisoners known as NECST designed a programme called ‘understanding your sentence’. This broke long sentences down into blocks to help structure, focus and phase their rehabilitation and resettlement plans. Well-designed and high-quality booklets supported the programme.
Swansea	Employment hub	The hub facilitated meetings with prisoners at different stages in their sentence. On arrival, prisoners met with the Department of Work and Pensions to discuss employment options. Twelve weeks prior to release, they could attend a discharge board and benefitted from through the gate support at a departure lounge.
Warren Hill	Approved premises	The prison had built a ‘mock’ approved premises on-site so that prisoners could experience what it might be like to live independently, but with conditions, on release.

Prisons as communities

Rye Hill and Oakwood	Peer-led initiatives (PLIs)	PLIs contributed to the prison community and helped participants to teach responsibility, organisational and leadership skills. All PLIs were embedded into the prisons’ strategic documents.
Holme House	Personal achievement and development (PADS) course	PADS is a week-long intensive physical training course run by the gym. It developed a range of skills such as team building, resilience, mental well-being and was supported by mentors.

Oakwood	Basic intervention group (BIG)	BIG peer mentors led a range of interventions targeted at prisoners on basic, particularly younger prisoners and those housed on the basic units.
Buckley Hall	LARM mentors	A group of long-term prisoners developed a mentoring course alongside programmes and mental health staff called 'Learning, accountability, responsibility and managing emotions in prison' (LARM). The aim of the course was to help prisoners develop skills to deal with difficult situations.
Swansea	Veterans' unit	Veterans were trained as peer mentors who lived alongside prisoners who needed additional support.
Buckley Hall	Effective use of key work	Four full-time, ring-fenced key workers provided regular, meaningful support for prisoners who were deemed to need additional support: young adults, care leavers, IPP prisoners and those with additional complex needs.

Food, cooking and communal dining

Rye Hill	Ready, steady, cook	The prison held a cooking competition between eight prisoners which they filmed and showed on prisoner TVs. The food cooked could then be brought back to the wings and shared.
Oakwood, Drake Hall, Buckley Hall, Warren Hill, Full Sutton	Self-catering	<p>At Oakwood, prisoners on gold and platinum incentives levels could live on wings with good self-catering facilities. They were able to buy food from local and internal suppliers and cook food together.</p> <p>At Drake Hall, refurbished kitchenettes were available on each wing.</p> <p>At Warren Hill, prisoners on stage 3 of enhanced behaviour monitoring (EBM) could spend time with family in a dedicated private room furnished with a kitchenette so they could prepare food and eat as a family. There was also a garden where they could grow their own fruit and vegetables.</p> <p>Some prisoners could earn the highly valued privilege of opting out of prison meals. They were given a small portion of the prison's food budget to buy their own fresh food outside of the usual canteen list. This privilege was available to a number of prisoners at Oakwood. At Warren Hill, it was available on stage three of the EBM scheme and helped to motivate prisoners to progress through their sentence. At Full Sutton, it was available for a small number of enhanced prisoners.</p>

Drake Hall	Coffee shop	The prison had a coffee shop in the library which was staffed by prisoners. The shop was mainly used by staff, but prisoners on the enhanced level of the incentives scheme could also buy items twice a month.
Warren Hill	Shop, café and self-catering	Prisoners on stage 2 and 3 of enhanced behaviour monitoring (EBM) had access to a community hub with a cafe and a supermarket style shop to buy additional food.
Full Sutton	Coffee shop	A coffee shop was available near to the workshops. Prisoners could buy coffee cards. Library and education staff offered a coffee card as a prize as an incentive for prisoners to engage with reading and education courses.

Involvement of family

Rye Hill and Oakwood	Visits for those not receiving visits from family and friends.	Prisoners who did not receive visits from family and friends could apply for a prisoner-to-prisoner visit with a friend on another wing. This took place in the visits hall where they could also access the tuck shop.
Warren Hill	Private visits	Prisoners on stage 3 of enhanced behaviour monitoring (EBM) had the opportunity to spend time with family in a dedicated private space furnished with a sofa, kitchenette, children's toys and a TV.
Swansea	Baby and toddler session	Prisoners with younger children could access a more relaxed session once a month in a separate visits room.
Swansea	Coffee and chat	Prisoner's families could meet with the governor once a month to raise any issues they were experiencing.
Oakwood	Family unit	Prisoners on the family unit at Oakwood could apply for an extended visit session with their families to cook and eat a meal together. Leaders had also secured sponsorship funding to refurbish a group of unused rooms to create private visit spaces supervised by CCTV. Known as 'lounge visits', each room was themed, for example one was decorated like a family living room with sofas.
Holme House	Nepacs	Prisoners on the enhanced incentive level could buy packs of treats from Nepacs for family members who were coming to visit them. This was a popular and inexpensive incentive which recognised that families sometimes struggled to cover the costs of prison visits.

Oakwood	Homework club	Prisoners could attend a homework club, parents' evening, and kids' club with their children, recognising the importance of prisoners being able to carry out normal tasks with their children despite their imprisonment.
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Responding to complex needs

Full Sutton	Supporting transition and enabling progress (STEP) unit	The Supporting Transition Enabling Progression (STEP) unit at Full Sutton was an 18 bed residential unit for prisoners leaving the segregation unit who were not ready to return to normal location. The STEP intervention formed part of a wider long term and high security estate (LTHSE) strategy to manage and help prisoners with complex needs to make progress through their sentence. Staff set prisoners manageable goals, motivating them to progress through a behaviour management model consisting of five tiers. A multi-disciplinary team, including psychologists, supported prisoners and provided good oversight of work on the unit. We were provided with excellent examples of prisoners making good progress following intervention on the STEP unit.
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Rye Hill	Pets as therapy (PAT) dogs	Staff were able to bring their dogs to work to act as PAT dogs (once suitably assessed) which was appreciated among staff and prisoners. Officers walked around the wings and grounds with their dogs every day. Prisoners could interact with dogs during association time or movements.
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Buckley Hall	The Hive	The prison had created a community hub called 'The Hive' which was run by the well-being team. The facility offered a wide range of therapeutic activities and events supported by peer mentors.
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Buckley Hall	Pallet-smashing workshop	The mental health team identified prisoners who needed physical activity to 'let off steam'. These prisoners smashed wooden pallets which were then used to make furniture for a charity.
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Swansea	The Harbour	The Harbour project was set up by the neurodiversity lead for those who might struggle to engage in education or work. Prisoners had access to an excellent sensory room next door to a small classroom where they took part in lessons to meet their learning needs.
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Alongside this they also ran a timetable of activities which included mindfulness, PAT dogs, small group exercise and a self-regulation course. Prisoners were also supported by a group of peer neurodiversity mentors.

Communication

Rye Hill and Oakwood	Media hub	The media hub employed prisoners to produce high quality multimedia content, including daily vlogs and podcasts for prisoners. Leaders used this to communicate, celebrate achievements and promote engagement in community activities.
Oakwood and Rye Hill	Effective prison council	<p>Prisoners with ideas to improve outcomes and services at the prison submitted a formal business case to the prison council who considered the feasibility of putting their ideas into practice.</p> <p>At both prisons, council meetings were filmed and broadcast through prisoners' televisions which helped to increase transparency.</p>
Full Sutton	Monthly newsletter and prison council	The governor produced a monthly newsletter which contained updates from the governor and prison council. Prisoners could also submit questions every month which the governor answered.
Warren Hill	Community newsletters and induction booklet	The prison used well-thought-out colourful written information. This included newsletters to promote community activities and an induction booklet which set out the boundaries and expectations for prisoners to create a safer community.