



HM Prison &
Probation Service

Invisible Walls Wales II

**G4S Care & Justice Services (UK) Limited
Bridgend County Borough Council Service Level Agreement**

**G4S Care & Justice Services (UK) Limited (G4S)
&
Bridgend County Borough Council (BCBC)**



1. Introduction

- 1.1 This Agreement specifies the arrangements for the provision of professional services by the staff of BCBC who are providing specialist services to G4S for the Invisible Walls Wales (IWW) II project (the Service).
- 1.2 The Agreement sets out the relevant management responsibilities of the Parties. The specific details of Service delivery are set out in Appendix A. The Agreement also sets out the agreed staff complement and its projected cost to the IWW project.

2. Management

- 2.1 The Director of HMP/YOI Parc will appoint a Head of Family Interventions (G4S Senior Manager) to oversee the project and that person will report to the Head of Community Engagement for contract and line management purposes.
- 2.2 The G4S Senior Manager will appoint an operational Invisible Walls Wales Service Delivery Manager (IWW Manager) who will oversee the day-to-day operation of the three components of the Invisible Walls Wales project model i.e. Prison Hub, Transitional Hub and Community Hub as outlines in the project delivery specification (Appendix B).
- 2.3 BCBC will appoint a Family Support Services Manager (BCBC Manager) to oversee the provision as outlined in the BCBC Service Specification. There is an expectation that structures will be in place to enable full collaboration between G4S and BCBC management at all levels
- 2.4 For performance/governance collaboration, BCBC Manager and G4S Senior Manager will participate in a multi-agency high level steering group for the project along with representatives, as required from the partnership.
- 2.5 It is the responsibility of the G4S Senior Manager and the BCBC Manager to maintain close liaison to ensure they identify and are able to discuss concerns about the operation of this Agreement at an early stage and ensure the maintenance of good working relationships and the effective delivery of the professional Services described herein.

3. Line Management and Recruitment

- 3.1 Staff deployed to IWW will be directly employed by BCBC, which shall have liability for all employment matters in relation to the contract of employment. They will be line managed by a BCBC manager, and recruited in accordance with the BCBC policies and procedures. All decisions about recruitment will be made in accordance with good employment practice and in recognition of UK employment law requirements.
- 3.2 The G4S Senior Manager will be consulted on branding and the composition of the interviewing panel of the recruitment process, and where possible will be a member of the recruitment panels.

The G4S Senior Manager will be included in the consultation and decision making process for the appointment of deployed staff, having due regard to the relevant employment law requirements that are needed to support decisions.
- 3.3 BCBC shall establish and implement a vetting policy for its employees engaged in connection with the provision of Service and all its sub-contractors and their staff who are directly engaged in carrying out the Services under this Agreement to ensure as far as is reasonably practicable that there is no question relating to their honesty and integrity.
- 3.4 G4S, in line with Prison Service procedure reserves the right to audit the procedure to vet the individual employees and sub-contractors of BCBC engaged in connection the Service at its



discretion. G4S may in its absolute discretion require that a particular employee of BCBC or its sub-contractors shall not be engaged on the provision of Services in connection with this Agreement.

- 3.5 BCBC shall notify G4S immediately on identifying any of its employees or any of its sub-contractors or their staff engaged in connection with the provision of the Services whose honesty and integrity has been called into question.
- 3.6 Any employee of BCBC or any of its sub-contractors or their staff who may work at the prison must be vetted to a minimum DBS standard in advance to G4S' own vetting policy standards.
- 3.7 All recruitment for IWW will be conducted as open, external recruitment.

4. Business Plan

- 4.1 All staff employed within the IWW project will contribute to the achievement of the core milestones and key objectives of the project as specified in the original IWW business plan, and as formally set out in Appendix A – Milestones for IWW.
- 4.2 The G4S Senior Manager and BCBC Manager will be responsible for conducting rolling quality audits of work to demonstrate the contribution to business outcomes including any research and evaluation requirements. This will form the basis of the formal annual review of the Agreement and the performance framework for the work undertaken by BCBC on behalf of Invisible Walls.

5. Working Hours and Salary Levels.

- 5.1 As agreed in the BCBC Service Specification and Business submission (Appendix C)

6. Appraisal

- 6.1 The supervision and appraisal framework will be clearly linked to the annual IWW work plan and through this process, the BCBC Manager will monitor the achievement of individual targets designed to ensure work plan compliance. The IWW Manager will have a direct contributing role to all annual appraisals for IWW contracted staff, and the IWW Manager will have sight of all completed appraisals.

7. Training

- 7.1 BCBC staff will undertake all relevant prison and IWW specific training as required. BCBC specific training outside of the prison will be undertaken and the G4S Senior Manager and IWW Manager will be informed about the training plan. Any additional training needs identified for individual staff will be the responsibility of BCBC. Any training in relation to the prison and IWW will be facilitated by G4S and HMP Parc.

8. Absence Management

- 8.1 Staff will be managed in accordance with the BCBC absence management policies. If it is envisaged that an individual is going to be absent for a continuous period of over one month BCBC will ensure that there is no loss of continuity to the IWW work plan by replacing staff as appropriate and ensuring that the relevant skills are in place. In all such instances, notification to the IWW Manager must be adhered to. Absence in excess of two weeks will trigger a service provision replacement review, to ensure continued integrity of the project.

9. Code of Conduct

- 9.1 Any breach of the prison code of conduct or security rules will be dealt with through the existing prison rules. BCBC staff deployed to work in the prison will be expected to co-operate with any prison internal investigation, whether related to them as individuals or other staff working at the prison. In light of any prison security breach, The Director HMP/YOI Parc will retain the right to



terminate the deployment of staff within the prison and/or within the Invisible Walls Wales project if deemed appropriate.

- 9.2 BCBC staff will attend a Prison Awareness course that will outline the standards of behaviour and conduct that the prison requires of all staff. Deployed staff will be expected to adhere to all prison security and confidentiality requirements. These will be outlined during the Prison Awareness course.
- 9.3 Any breach of the BCBC Code of Conditions will be managed through the BCBC policy and procedures. The IWW Manager must be informed of any such instances as soon as they become known.

10. Agreement Review & Performance

- 10.1 The G4S Senior Manager and BCBC Manager will meet annually to review progress against the stated objectives set out in Appendix A, and at the end of each project year (*dates to be confirmed*) to review this Agreement in line with any changes to the delivery plan.
- 10.2 In the event of emerging evidence of failure to deliver any aspect of this Agreement a formal meeting will be convened between the G4S Senior Manager, BCBC Manager and IWW Manager to produce an appropriate performance plan to seek to remedy the failure. This will include a review of related costs.
- 10.3 In the event that the IWW funding body request contract amendment in either operational, reporting or any other aspect G4S, the grant holder, will cascade this requirement to BCBC, and any other partners, as appropriate.

11. Variation of Agreement

- 11.1 The Agreement can be varied by joint agreement with a minimum notice period of three months. Notice will be provided in writing to the G4S Senior Manager or BCBC manager.

12. Termination of the Agreement

- 12.1 Either party will have the right to terminate this Agreement by notice in writing to the other:
- (i) forthwith, if one party is in breach of any material provision of this Agreement and fails to remedy such breach within 30 days after written notice has been given to such party requiring the remedy of such breach;
 - (ii) forthwith, if one party becomes insolvent or enters into any arrangement with its creditors generally or suspends payment of its debts;
 - (iii) forthwith, if one party commences liquidation, whether compulsory or voluntary, (except for the purposes of amalgamation or reconstruction) or administration, or if a Receiver or Administrative Receiver is appointed over the whole or any part of such party's assets;

Termination by either party under the above provisions will be without prejudice to any rights and liabilities accrued prior to the date of such termination.

- 12.2 BCBC agrees that if G4S' Principal Contract (Bridgend Custodial Services) is terminated this Agreement shall automatically terminate at no cost to G4S. Similarly, BCBC agrees that if G4S' funding agreement with HMPPS terminates, for any reason, then this agreement may also be terminated at no additional cost to G4S.
- 12.3 Without affecting any other right or remedy available to it, either party may terminate this agreement on giving not less than six months' written notice to the other party.

13. Insurance and Indemnity



- 13.1 BCBC staff deployed within the prison will be covered by the same insurance and liability arrangements as prison staff. Additionally, BCBC will extend its employer liability insurance arrangements to those staff deployed to work in the prison and within the IWW project generally.
- 13.2 BCBC will indemnify and hold G4S harmless from and against any and all legal liabilities for death, illness or injury to any person and for loss of or damage to the property of G4S and its personnel and against all claims costs demands proceedings and causes of action resulting there from, which are due to any negligent act or default on the part of BCBC and its personnel in the performance or contemplated performance of any of its obligations under this Agreement.
- 13.3 BCBC shall produce evidence to the satisfaction of the G4S of the insurance affected and maintained by BCBC for the purposes of this Agreement
- 13.4 BCBC shall each notify G4S within twenty (20) business days of any claim in relation to this Agreement or the Services provided under it where the amount of the claim is likely to exceed five thousand pounds sterling (£5,000) under any of the insurances accompanied by full details of the incidents giving rise to the claim.

14. Environmental Accreditation

- 14.1 Deployed staff will be expected to actively contribute to any environmental or greening initiatives developed by the prison.

15. Legal and Legislation

- 15.1 BCBC staff will be expected to adhere to all legal, legislative and health and safety policies and procedures relevant to work within the prison, any relevant G4S community based policy, and the IWW project and BCBC own policies and procedures.

16. Health and Safety

- 16.1 The prison will ensure that deployed staff work within an environment which has been risk assessed to ensure high standards of health, safety and welfare.

17. Access to Premises

- 17.1 The prison will provide full access to all relevant prison areas, and for those directly employed to G4S, a set of keys required to carry out day-to-day duties where appropriate and subject to G4S vetting and clearance. The Director of HMP/YOI Parc reserves the right to withdraw keys and access at any time. In such instances, the IWW senior manager will immediately inform and consult with BCBC.

18. Intellectual Property Rights

- 18.1 G4S may make available to BCBC from time to time certain branded or badged items such as literature, manuals and other items of intellectual property. Such items and all intellectual property rights attaching to them belong to G4S (or relevant third parties) and a licence to use such items will continue only for the duration of this Agreement, and for purposes directly connected to the operation of this Agreement.
- 18.2 Deployed staff will be expected to maintain confidentiality and to treat any materials, information or programmes 'owned' by the prison/G4S with complete discretion. Failure to do so will at the Director's discretion result in removal from the prison and/or the IWW project. This includes all information, written and verbal, pertaining to the evaluation and monitoring project within IWW. Any failure to comply with this expectation will be immediately referred to the BCBC CEO.



- 18.3 Neither party shall without the written consent of the other (the giving of which consent shall be at the sole discretion of that party) advertise, publicly announce or provide to any other person information relating to the existence or details of the Agreement or use the other party's name in any format for any promotion, publicity, marketing or advertising purpose.

19. STAFF

- 19.1 Should the provisions of TUPE be found applicable to this Agreement BCBC and G4S will co-operate to effect a smooth transfer of staff working in the Service under any contract of employment, other employment relationship or collective agreement ("Transferring Employees") so that their employment transfers to the other.
- 19.2 BCBC will indemnify G4S and hold G4S harmless from all costs, claims, liabilities and expenses (including reasonable legal fees) which G4S may incur pursuant to the provisions of TUPE, relating to or arising out of any act or omission by BCBC during the term of this Agreement in relation to any of its employees providing Services to G4S under this Agreement.
- 19.3 BCBC will be responsible for the recruitment, training and provision of suitable staff, in the optimum numbers for provision of the Services without discrimination against any person, with respect to opportunity for employment or conditions of employment, because of race, colour, religion, national origin or sex.
- 19.4 BCBC will ensure that deployed staff are competent and possess qualifications commensurate with the tasks they are undertaking.
- 19.5 The Parties shall provide sufficient operational support to staff as may be necessary to ensure that the Service meets requirements of this Agreement.

20. Payment/Financial aspects

- 20.1 BCBC will receive payment in line with the finalised payment schedule for this Agreement (Appendix C). The invoice will outline agreed details of the work completed and costs incurred in line with the delivery plan and any other agreed costs. Financial records will need to be accurately maintained from the outset of the project. Any capital expenditure will need to be detailed appropriately, with submitted invoices to the IWW senior manager within three months of purchase. BCBC will supply regular accurate records of all expenditure, and any underspend, to the IWW senior manager, in order to contribute to the projects six monthly accounts audit.
- 20.2 Any amounts not in dispute and properly due under the Agreement and not paid by the due date will bear interest at 1% over the prevailing rate of National Westminster Bank plc pertaining from time to time.

21 CORPORATE AND SOCIAL RESPONSIBILITY

- 21.1 BCBC will conduct its business in accordance with relevant legislation.
- 22.2 BCBC will act in accordance with local employment law and the Fundamental Conventions of the International Labour Organisation (where permitted by local legislation).
- 22.3 BCBC will take reasonable steps to identify and minimise the environmental impact of the Service. BCBC will ensure compliance with all relevant environmental legislation and will act to prevent pollution and dispose of waste in a responsible manner. Furthermore, BCBC will disclose all breaches of environmental legislation relevant to the Service to G4S.
- 22.4 BCBC is committed to ensuring its supplier selection processes are transparent, objective and non-discriminatory and provide fair and equal opportunities for all organisations including Small and Medium Enterprises (SMEs), Black Asian and Minority Ethnic (BAME), and organisations owned by under-represented groups.

23. ANTI-BRIBERY CLAUSE



23.1 BCBC shall:

- (a) comply with all applicable laws, statutes, regulations, and codes relating to anti-bribery and anti-corruption including but not limited to the Bribery Act 2010;
- (b) not engage in any activity, practice or conduct which would constitute an offence under sections 1, 2 or 6 of the Bribery Act 2010 if such activity, practice or conduct had been carried out in the UK;
- (c) have and shall maintain in place throughout the term of this agreement its own policies and procedures, including but not limited to adequate procedures under the Bribery Act 2010, to ensure compliance with clause (b), and will enforce them where appropriate;
- (d) promptly report to G4S any request or demand for any undue financial or other advantage of any kind received in connection with the performance of this agreement;
- (e) immediately notify G4S (in writing) if a foreign public official becomes an officer or employee of BCBC (and BCBC warrants that it has no foreign public officials as officers, employees or direct or indirect owners at the date of this agreement);

23.2 BCBC shall ensure that any person associated with them who is performing Services in connection with this Agreement does so only on the basis of a written contract which imposes on and secures from such person terms equivalent to those imposed on BCBC in this clause 23. BCBC shall be responsible for the observance and performance by such persons and shall be directly liable to G4S for any breach by such persons.

23.3 Breach of this clause shall be deemed a material breach under clause 12.1.

23.4 For the purpose of this clause, the meaning of adequate procedures and foreign public official and whether a person is associated with another person shall be determined in accordance with section 7(2) of the Bribery Act 2010 (and any guidance issued under section 9 of that Act), sections 6(5) and 6(6) of that Act and section 8 of that Act respectively. For the purposes of this clause a person associated with BCBC includes but is not limited to any subcontractor of BCBC.

24. **WAIVER**

24.1 A waiver of any right under this Agreement is only effective if it is in writing and it applies only to the circumstances for which it is given. No failure or delay by a party in exercising any right or remedy under this Agreement or by law shall constitute a waiver of that (or any other) right or remedy, nor preclude or restrict its further exercise. No single or partial exercise of such right or remedy shall preclude or restrict the further exercise of that (or any other) right or remedy.

24.2 Unless specifically provided otherwise, rights arising under this Agreement are cumulative and do not exclude rights provided by law.

25. **SEVERANCE**

25.1 If any provision of this Agreement (or part of any provision) is found by any court or other authority of competent jurisdiction to be invalid, illegal or unenforceable, that provision or part-provision shall, to the extent required, be deemed not to form part of this Agreement, and the validity and enforceability of the other provisions of this Agreement shall not be affected.

25.2 If a provision of this Agreement (or part of any provision) is found illegal, invalid or unenforceable, the provision shall apply with the minimum modification necessary to make it legal, valid and enforceable.

26. **ENTIRE AGREEMENT**

26.1 This Agreement constitutes the whole agreement between the parties and supersedes all previous agreements between the parties relating to its subject matter.



26.2 Each party acknowledges that, in entering into this Agreement, it has not relied on, and shall have no right or remedy in respect of, any statement, representation, assurance or warranty whether made negligently or innocently other than for breach of contract, as expressly provided in this Agreement.

26.3 Nothing in this condition shall limit or exclude any liability for fraud.

27. ASSIGNMENT

27.1 BCBC shall not, without the prior written consent of the G4S, assign all or any of its rights or obligations under the Agreement.

27.2 G4S may at any time assign, transfer, charge, mortgage, subcontract or deal in any other manner with all or any of its rights under the Agreement and may sub-contract or delegate in any manner any or all of its obligations under this Agreement to any third party or agent.

27.3 Each party that has rights under the Agreement is acting on its own behalf and not for the benefit of another person.

28. DISPUTE RESOLUTION

28.1 In the event of a dispute or difference arising between the Parties to this Agreement then such dispute or disagreement shall be referred to the Chief Executives or Managing Directors (or their nominated representatives) of the Parties, who will attempt in good faith to negotiate a settlement.

28.2 If such dispute or difference cannot be resolved in accordance with the procedure specified in this Clause then such dispute or difference shall be referred to an arbitrator to be appointed by agreement between the Parties. The Parties agree that the decision of the arbitrator shall be final and binding on both Parties and that the provisions of the Arbitration Act 1979 shall apply. In any reference to an arbitrator each Party shall be responsible for its own costs unless the arbitrator awards otherwise.

29. NO PARTNERSHIP OR AGENCY

29.1 Nothing in this Agreement is intended to, or shall be deemed to, constitute a partnership or joint venture of any kind between any of the parties, nor constitute any party the agent of another party for any purpose. No party shall have authority to act as agent for, or to bind, the other party in any way.

30. RIGHTS OF THIRD PARTIES

A person who is not a party to the Agreement shall not have any rights under or in connection with it.

31. GOVERNING LAW AND JURISIDCITION

31.1 The Agreement, and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims), shall be governed by, and construed in accordance with, the law of England and Wales.

31.2 The parties irrevocably agree that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim that arises out of, or in connection with, the Agreement or its subject matter or formation (including non-contractual disputes or claims).



Signed by G4S Care and Justice Services (UK) Limited



HM Prison &
Probation Service

Authorised Signatory

Print Name: _____

Signed by:

Date: _____

THE COMMON SEAL of)
BRIDGEND COUNTY BOROUGH)
COUNCIL was hereunto affixed in)
the presence of:-

.....
Mayor/Leader

.....
Authorised Signatory

Date: _____

Appendix A

SECTION 4: STRATEGIC CONTEXT

Three core aims and objectives of Invisible Walls.

- A. To reduce the likelihood that the prisoner participants return to a criminal lifestyle post release and ultimately another custodial sentence.
- B. To improve the quality of life for the children and family participants, as well as their pro-social community inclusion.
- C. To reduce the likelihood of intergenerational offending with the children participants.

Why these objectives

The 'Prisons With A Purpose' Sentencing and Rehabilitation Revolution Green Paper (2010) identified that the current system and provision isn't working and 65% of prisoners are convicted of further crimes within two years of release. The need for a rehabilitation revolution is evident and endorsed by the Home Office. It is suggested that the immediate goal should be to reduce re-offending and research has shown that recidivism can be reduced through well-designed, appropriate programmes by up to 20% (Lawrence Sherman, 'Preventing Crime: What works, what doesn't, what's promising' National Institute of Justice, 1997).

The fundamental need for the Invisible Walls project arises from the very evident need to reduce the amount of prisoners who go on to re-offend again and return to custody. The work of the Government Social Exclusion Unit Taskforce from 2002 to date, has been to investigate and report upon the common factors that contribute significantly to men, women and children in the UK experiencing social exclusion and the criminal lifestyle that is synonymous with this demographic. The SEU reports have consistently evidenced the crucial difference that can be made to the likelihood of a prisoner returning to custody, if he has received support and help to repair and develop his family relationships.

The Government commissioned investigative reports from Lord Carter from 2003, which have also highlighted the positive impact upon recidivism that can be harnessed through engaging the prisoner, his children and family and working with them together towards criminal desistance and better social inclusion. This work also evidenced that in the UK, two thirds of the prison population will return to custody within two years of release, at enormous financial cost.

The last ten years has seen a groundswell of Government commissioned reports into the impact and relevance that children and families have upon prisoners, pre and post release and the results have all indicated the clear link between strong, healthy, pro-social family support and the likelihood of a significant drop in re-offending.

On the 1st of June 2004 following recommendations from amongst others the Lord Carter report, the National Offender Management Service was formed in an attempt to create a more integrated and efficient service that brought the prison and probation services closer together than ever before. One of the core frameworks to emerge from NOMS has been the seven Pathways to Reducing Re-offending:-

1. **Accommodation**
2. **Employment, Training, Education**
3. **Mental and Physical Health**
4. **Drugs and Alcohol**
5. **Finance, Benefit and Debt**
6. **Children and Families of Offenders**
7. **Attitudes, Thinking and Behaviour**

The HMPPS approach has been to advocate prioritisation of these seven areas in order to impact positively on reducing re-offending across England and Wales.

Throughout the ten years that the Government has been gradually encouraging a strategic approach to the children and families of offenders remit, there has also been a growth in the numerous local and



national charitable organisations that work to support this remit (e.g. Action for Prisoners Families, Partners Of Prisoners, Kids VIP, Prison Advice Care Trust, Safe Ground UK, as well as international organisation such as 'The fatherhood Institute USA' reflecting an international accord). As the children and families area has gathered official momentum charitable groups have been able to attain a relevance and mainstream acceptance that was previously lacking.

Because of the growing evidence-base for children and families-based activity with offenders, the need for growth and innovation with this agenda has evolved from what was often perceived as a philanthropic service to a formalised strategic approach to reducing re-offending.

Another key aspect supporting the need for a project such as Invisible Walls is with regard to the transmission of intergenerational offending.

'There is no doubt that offending runs in families. Criminal parents tend to have criminal children' (Farrington and Welsh, 2007).

The charitable organisation Action for Prisoners Families, amongst others (e.g. 'Ormiston Trust') have highlighted that in the UK if you identify 10 male prisoners who have sons under the age of 15, 6 of those sons are likely to end up serving custodial sentences like their fathers.

'Conclusions: the intergenerational transmission of offending may be mediated by family, socio-economic and individual risk factors. Intervention to reduce intergenerational transmission could target these risk factors.'

(Family factors in the intergenerational transmission of offending' Farrington, Coid, Murry. 2009)

As the report from the 'New Philanthropy Capital' (April 2011) detailed, each prisoner comes with a cost implication, as does recidivism, as does, therefore, intergenerational offending.

- ✓ Through working with the children and families of offender's agenda, the likelihood of reoffending and prison can be reduced.
- ✓ This in turn reduces the impact upon victims, families and communities.
- ✓ All of which brings a reduction in cost: crime – arrest – court – custody – community licence – community exclusion - 'fear of crime' - etc.
- ✓ Reducing the likelihood of intergenerational offending therefore reduces the impact on potential future victims, family, communities and society, as well as all the associated costs (future prison / re-offending etc.) (research and evaluation can explore these cost / saving implications).

Similarly, Invisible Walls will also have the central aim of eliciting the motivation and activity required to build and maintain a better quality of life, one that is less centred on criminogenic attitude and influence potentially resulting in a family life that is more community focussed, pro-social and satisfying.

This family focus on community inclusion, is again in keeping with the findings and recommendation of the Social Exclusion Unit Taskforce, which highlights the critical importance of tackling the factors most commonly present in those individuals and groups classed as 'socially excluded', factors such as substance misuse, crime, education, employability, housing, mental and physical health and self-worth. These are the very factors that the Family Intervention Mentors, with the support of integrated activity with the Local Authority Connecting Families statutory service fast-tracking, will be working to address with all participants of the project.

More recently, July and August 2017, the Chief Inspector for Prisons published new Expectations, including detail on how prisons will be measured to evidence they are reaching the required standards for supporting prisoners, children and families. Similarly the Lord Farmer Review was launched with full MoJ backing in which recommendations are made for prisons to maximise the potential with the family agenda.

Invisible Walls will recognise and work with the belief that families who experience community inclusion, are far less likely to drift into antisocial, criminal behaviour and therefore less likely to experience the catastrophic outcomes that follow.



The outcomes and benefits of the objectives

Further detail regarding expected outcomes and benefits of the Invisible Walls objectives will be included within Section 9: Research and Evaluation, but in essence these will centre upon the following:

Prisoner Participant

Short term: (first 3 months) – The prisoners involved with the project will develop a motivated and pro-social engagement that can be measured by their behaviour and progress whilst in the Family Interventions Unit, e.g. participation in the interventions, remaining drug free, attaining 'Enhanced' regime status, involving and supporting family etc.

Medium term: whilst progressing through the project goals, the prisoners involved will be expected to take up resettlement services pre and post release that will assist and support with desistance from criminal behaviour and promote active employment, training or education and an improved responsibility and purpose within the family. The participant will become actively involved in his and his families agenda for change.

Longer term: post release, the ex-prisoner would be expected to continue to complete his resettlement plan with his family as the central focus and motivation, including maintaining his probation licence conditions and not re-offending with a reduction in the likelihood of a return to custody. He should also experience more active social inclusion within the local community.

Partner / Family Supporter Participant (to be referred to generally as 'partner' – but recognising this can also be, for example, mother, sister etc.)

Short term: whilst the prisoner is in custody, the partner will be expected to engage fully with the project and participate in the Community and Transitional Hub aspects of interventions. It is expected that the partner will remain motivated during this period with an increased sense of being supported and guided through their own and the family's agenda for change.

Medium Term: Approaching release of the prisoner, the partner should have arrived at a point through progression within the Community and Transitional Hubs, where they are prepared for the changes release will bring to their family, as well as being personally equipped to continue with their family's agenda for change. They should also be experiencing, for themselves and their children, a more positive social inclusion within their local community.

Longer term: post release, the partner participant will be expected to follow through and complete the resettlement aspect of the project with their whole family. The expectation is that the partner should experience the transition from a criminally focused lifestyle to a pro-social family focused lifestyle that features community involvement and a greater sense of 'happiness' and satisfaction for themselves and for their partner and children.

Children Participants

Short term: (first 3 months) the children participants of the families involved with the project will be expected to engage where appropriate with the interventions that are relevant to them within the Community and Transitional Hubs. More information on this will be detailed in Section 5 Project Delivery. In the short term it is expected that parents should start to see the potential for positive change in the children, e.g. with their behaviour/attitude at home, in school, or relationships with immediate family members, local community activity.

Medium term: as the parents progress through the interventions and prepare for the changes release and resettlement will bring, it is expected that the children will also progress in developing, learning, responding and they will remain a key focus within the family agenda for change.



Longer term: following release from custody of the father, the children involved in the project should be experiencing the benefits of the transition from a criminally influenced parenting style, to one marked by more pro-social attitudes and behaviours. It is expected that this progression will be measurable in terms of the children's behaviour/ performance at school, as well as at home, relationships and as part of the local community. Ultimately, there should be a reduction in the likelihood that the children become offenders themselves.

Further outcomes and benefits of the project objectives:

- It is anticipated that Invisible Walls will produce a measurable impact upon the wider families of those participating. The wider families should experience some form of benefit. This may be in changes to relationship dynamics, a decrease in family crisis or problems and a greater sense of 'happiness', stability and community inclusion.
- The local communities of participating families should also experience some form of measurable benefit. It is likely to be that some of the families involved will be well know within the local communities. There will undoubtedly be negative feelings, perceptions and experiences of some of the family members involved in Invisible Walls, resulting in fear of crime perceptions and passive and active social exclusion. It is expected that the project will have a positive impact upon some of these perceptions and experiences.
- The impact of Invisible Walls is expected to have a positive cost implication. The prisoners, children, families and communities that will be targeted, have a measurable cost impact upon local and national statutory and voluntary services. Not only in terms of the cost of crime and the criminal justice process but also in terms of the variety of benefits and expenses incurred as service users within local authorities. The project aims to reduce these costs by empowering and supporting the families through their own agendas for change and therefore reducing the reliance on and need for state funded provision.

Transition and Replication

Lastly, the intention in the long term is that Invisible Walls becomes a model of transition and replication nationally. The project has been designed with sustainability and replication as a key consideration. Both the FIU and the ILVC are models that can, with the correct guidance and support, be created in other custodial establishments. To date a number of other prisons in the UK and beyond have adopted this model successfully.

Similarly, the potential for the prison with a developing FIU and ILVC to form a partnership with their Local Authority and their version of 'Connecting Families' (Bridgend Authority) is potentially realistic within every prison location area of England and Wales, as all Local Authority areas have their own accountabilities for the delivery of a Family Intervention strategy. With the potential for BIG Lottery (or other) funding streams to support the Invisible Walls model, replication is clearly a viable option longer term.

Participant Profile

The criteria for family participation in Invisible Walls will primarily derive from those necessary for prisoner participation as residency within the Family Interventions Unit is a fundamental requirement for inclusion. Following this, suitability of the prisoner's family to take part will be considered. The prisoner suitability will be the primary factor regardless of whether the initial referral comes from either the prison's Offender Management Unit, or from the Local Authority.

Prisoner Profile

- ✓ Upwards of 18 years old
- ✓ Convicted and serving a custodial sentence at HMP & YOI Parc
- ✓ Minimum of 4 months left to serve
- ✓ Maximum of 12 months left to serve
- ✓ No sexual offences
- ✓ Resettling with family in South Wales
- ✓ OASys risk assessment completed – criminogenic factors appropriate (e.g. family/relationship issues) Multi Agency Public Protection Arrangements considered.



Family Profile

The profile for the partner/family supporter is much broader, as their involvement is on account of the prisoner's participation. They need to be living in the South Wales area and have some form of consenting contact with the prisoner involved, not only for themselves, but also as primary carer for any children that will be included within the project.

If it is apparent following assessment, that the prisoner's family are in no need of additional support or intervention, then that will be a factor for non-inclusion, which in turn would affect the involvement of the prisoner. In such cases, alternative existing referral procedures will be used within the prison to assist and support the prisoner's needs.

Conditions for participation, such as agreeing to sign a compact that has inclusion and de-selection criteria will be mandatory for all participants.

Following the success of the initial BIG Lottery funded 5 year project, it is anticipated that approximately 20 families will graduate through the Invisible Walls per year from July 2017.

The anticipated needs for this group will be established via existing referral and assessment processes and will largely, but not exclusively, reflect the factors most common in the socially excluded. Additionally, as previously cited, the HMPPS 7 Pathways will again feature in terms of key indicators of anticipated need.

As with the established procedures within the PSF interventions, which has over the last five years provided us with a stable range of service user (and provider) needs and requirements, regular feedback and evaluation will be elicited from the participants of the project, so as to ensure the service provision is mutual, relevant and effective.

Strategic Choice

As detailed in Section 3: Project Background, the decisions / choices that have led to the development of the Invisible Walls as a proposed project, have been based upon a combination of experience of interventions with offenders at Parc over the last twelve years and guidance from national and international best-practice models.

There is a wealth of evidence to support the effectiveness of some interventions undertaken with offenders in prison - similarly with the effectiveness of community-based interventions with children and families. In terms of the most effective method of working with offenders, the pre and post release model is, in our experience, most productive. In terms of working with offenders on family based interventions, the model of engaging the whole family together has yielded the best results, not only in the experience of PSF, but also the national organisations who specialise in this field and who have conducted their own independent research e.g. safe Ground UK, Ormiston Trust, Action for Prisoners Families, Partners Of Prisoners, etc. (e.g. 'Effectiveness of Family Support Work' Boswell 2010 – 'Impact of Family Man' University of East Anglia March 2011)

Therefore with Invisible Walls it is anticipated that a combination of working with the whole family, pre and post release, will integrate two models in order to produce the best possible results.

Invisible Walls will take existing models of best practice and integrate them with the specific PSF innovations with the FIU and the ILVC, then add pre and post release transitional aspects, which will dovetail with the Local Authority and third sector community based services. PSF believe that this approach to Invisible Walls will enhance all parts of the model.

Lastly, the Invisible Walls concept and delivery plan represents a model that combines established intervention method with contemporary innovation and vision which have been developed in alignment with criminological shifts.

SECTION 5a: PROJECT DELIVERY

Key factors within the Operational Model

1. **Shared intelligence cell:** this represents for instance the sharing of information between prison, Local Authority, Police, Probation and third sector etc. that will inform the referral process for the project. Some referrals will be initiated from the prison and some from the community. As participants progress through the stages of the project, information will be shared as appropriate, between the internal and external parties – in line with agreed protocols and relevant legislation.
2. **Initial interview:** This will be the first point of contact between the Invisible Walls Family Integration Mentors (FIM) and the potential participants. The task of the FIMs will be to elicit positive engagement and consent to join the project, using a motivational interviewing approach.
3. **Targeting / access suitability for the programme:** This represents the assessment process that the prisoner and the family participants will all need to complete with the FIM, in order to guarantee the appropriate people are included and selected for the project.
4. **Engaged and compacted:** This is to ensure that when ready to begin, all participants, custody and community, have agreed and signed the compact of expectations, including de-selection criteria.
5. **Prison Hub:** This is where various interventions will be available within Invisible Walls for prisoner participants. Many of these interventions are designed to work with the whole family and include programmes focusing upon employment, training, education, resettlement and social enterprise. These interventions will be delivered by a combination of the FIMs, the staff from the FIU and Working Wing as well as external providers.
6. **Transitional Hub:** This is the core structural framework through which all the participants progress. The agenda for change remains the same for everyone, but the manner in which they progress and the particular combination of interventions will depend on personal circumstances. This also represents inside meeting outside and joint working is created all the way through to release, so that prisoner participant and family participants progress at the same time, to the same plan.
7. **Community Hub:** This represents the specific aspects of the project that are particular to the family participants, both adults and children. Some of the interventions will involve coming to the prison as part of the Transitional Hub, others will be delivered within the community, at designated premises or in some cases in the family home. The interventions will be delivered by a combination of FIMs, FIU staff and external providers.
8. The pre and post release part of Invisible Walls is a particularly crucial aspect of the project. Many innovations fail because they do not include a 'transitional continuity' aspect, i.e. a planned process that firmly links the work completed prior to release, with the whole family plans for post release. The FIMs will be pivotal in ensuring the transition is handled securely and effectively, bridging pre and post release, prisoner and family, custody and community. This team will also include a specialist 'Crisis Mentor' position, which will enable a focused, 'fresh pair of eyes' on situations that will inevitably occur around relationship break down, debt, substance relapse, etc.
9. **The role of the Family Integration Mentor (FIM)** is central to the Invisible Walls operational model. The staff recruited will have excellent interpersonal skills as their key role will be to effectively engage family members and then to support and motivate them through the various stages of the model. The work will therefore be very wide ranging and the role is designed to meet a need and fill a gap i.e. so the Invisible Walls participants are worked with to understand and improve their engagement with services, rather than merely be 'signposted' to those services.



We have also built in to the model – capacity for one mentoring post from our existing mentoring provision (which has been tried and tested over seven years via the Transitional Support Scheme) to support the Invisible Walls project. There is likely to be a significant amount of need for general motivational activity across Parc prison to encourage / enable prisoners to make the shift to engage with family focussed work – so as to increase the pool of candidates for the FIU and therefore Invisible Walls. Additionally, if and when families are deselected from Invisible Walls because of, for instance, any one part of the family unit opting out then there will be a need to ensure some level of interim support / guidance to ensure participants cope with situations as appropriately as possible. This work will not be central to the work of the specialist FIMs – who will need to focus on active Invisible Walls participants across all three Hubs. However, prisoners and families who fail to engage for whatever reason may go through a period of ‘chaos’ and strained relationship dynamics – this may require the support of a generic mentor to ensure a focus on avoidance by individual parties of criminal or high risk activity. We have tried therefore to ensure that the model strives for a professional, realistic and ethical approach by providing ‘back-up support for any deselected or opt out situations that may leave people vulnerable, angry and ‘at risk’. The Research will look at themes emerging from this aspect.

10. **Health and Safety practice and mobility of FIMS:** we have considerable experience of mentoring provision. We have a good reputation for our existing services which are ‘professionalised’ to a significant degree. This means we have an operational model and mentoring infrastructure which ensures that we deliver services within a ‘business framework’. This ensures a high level of attention to mentor safety – for example, each mentor is issued with G4S Identicom which is a lone-worker tracking device and which has functionality that can enable immediate alerts in the event of problems occurring.

Additionally our approach incorporates:

- Robust case management / supervision.
- Lone worker policies.
- Community-based Operating Polices.
- H&S – standard agenda item.
- Company cars (for mentors).
- Appropriate IPE / comms equipment etc.
- Offender management-based risk assessment.
- Task risk assessments (includes external environment consideration i.e. geographical location).
- National Mentoring and Befriending Approved Provider Standard for practices around our mentoring provision in the community.

11. **Transitional continuity** will continue to a period of up to 6 months post release for the whole family. Delivered by the FIMs but with the support of project agency partnerships, as well as statutory services. This period will also provide support to the participants with employment, training and education needs that have been mapped and worked upon thus far.

Details of Invisible Walls Interventions

The interventions component of the project is where much of the catalyst for personal change will occur. It is therefore important to describe how the different interventions will work, who they target and what they do.

It is worth reiterating at this point, that as detailed in Section 3: Project Background, the FIU and ILVC are interventions in their own right. Both areas have been designed and operated on the basis of promoting family engagement, eliciting motivation from the individual and supporting an agenda for sustainable change for families. Similarly, the staff and management team that operate these two areas, do so with a commitment to the underpinning objective of reducing re-offending, improving lives and derailing intergenerational offending.

For prisoners, residing on the FIU has a tangible effect in terms of engagement and motivation, which has already been subject to a research paper conducted by University Wales Institute Cardiff (March 2011). A similar effect has been experienced with the ILVC (July 2010 UWIC). Both these areas, along with the interventions within the project will be included in the Invisible Walls research and evaluation component – see Section 9: Research and Evaluation.

- The participant profiles for the project were described in Section 4: Strategic Context, however in terms of the interventions, these will be assigned in accordance with need and risk assessment with priority reference to Offender Management assessment and recommendation.
- It is estimated by the Ministry Of Justice, as well as the leading prison charities, Action for Prisoners Families, Partners Of Prisoners etc. that all prisoners who have a family contact, which is estimated to be approximately 92% (MOJ/APF, etc.) no matter how shattered, would benefit from an enhanced family focused intervention to promote reduced re-offending.
- The concentrated dosage of family focused work that is delivered within the FIU, involves a population churn of approximately 100 prisoners and their families in a 12 month period, of which, not all will be in specific need of Invisible Walls.
- With an expected participation rate of 20 prisoners and their families graduating through Invisible Walls a year, for the 4 year life of the programme and taking account of an approximate 50 prisoners from the FIU who will not require the project, therefore Invisible walls is estimated to reach 40% of the appropriate FIU population and their families each 12 month period
- The interventions will be delivered in a location appropriate to individual circumstance and situation, with a range of options available for one-to-one work, group work, parent to child work and whole family work.

Options will primarily include:

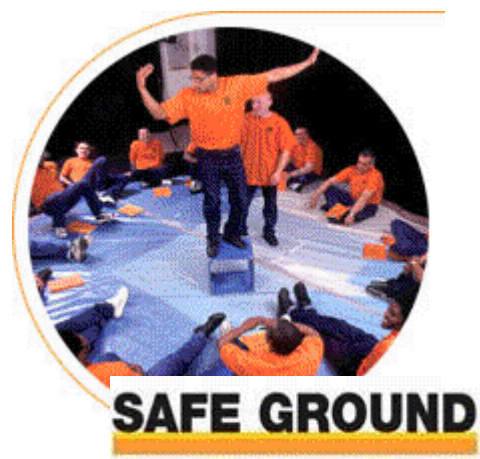
- ✓ Family Interventions Unit, group rooms and associated offices.
- ✓ Interventions Led Visits Complex, main hall, Family Interventions Lounge, smaller rooms and office space in the PSF visits waiting area.
- ✓ Barnardo's premises in Neath and Cardiff, group rooms, individual office/interview rooms.
- ✓ G4S Community Contracts premises throughout South Wales.
- ✓ Use of room space with Bridgend County Borough Council, Probation Trust, Bridgend Youth Offending Team
- ✓ Some work in the community will be appropriately conducted in the family home of the participants.
- ✓ Occasional hired/free use of local community halls, Boys and Girls Clubs, Community First, YMCA, Mothers Union, etc.

□ **Intervention - Family Man – Safe Ground UK (G4S funded)**

Family Man is a 7-week course about family relationships. It uses drama and group work to enable participants to find new ways of thinking and behaving in prison and on release.

Adding up to 140 intensive hours, it teaches prisoners how to work with others, how to reflect and act on their responsibilities as a family member and how to articulate their own ambitions.

The finale is a presentation that allows the students to show off their new knowledge and skills (and the benefits of the course) to a wider audience. This spreads awareness among other prisoners and also internal and external agencies.



Candidates attending can achieve nationally recognised NOCN qualifications;

- Family Relationships, level one.
- Developing Personal Development Skills, level one.
- Developing Group and Teamwork Communication Skills, level one.

If students achieve two of the above units they will also receive a certificate for a full qualification called a Level 1 Award in Progression.

The course was co-developed with HM Prison Service. Six hundred prisoners and their families were also essential to its development. More than 2,000 prisoners nationally have now completed the course.

Extensively revised

Parc introduced the revised Family Man course, which features two principal new developments:

- New guidelines and activities now enable a prisoner to involve a 'family supporter' (a prisoner's adult relative or significant other) in the course. Joint Family Action Plans are shared with Offender Managers.
- Both students and supporters now have the opportunity to meet representatives from various internal and external agencies that are responsible for providing support in the 7 key areas identified by NOMS. This approach helps to establish more robust and achievable progression opportunities for the Family Man student.

Parc completed its pilot course with 100% success and retention, with all candidates successfully completing and producing a presentation to the Director, senior staff, Offender Supervisors and external Offender Managers to demonstrate their skills and knowledge. The finale of the course includes a family centred visit during which the candidates perform the presentation again for their families and friends and are awarded their certificates.

□ Intervention - Fathers Inside (G4S funded)

Following the success of the current parenting programme and the Family Man programme, Parc are now introducing the Safe Ground Fathers Inside course.

Each year in the UK there are 150,000 children with a parent in prison. Fathers Inside is a course about parenting skills, specifically helping prisoners to engage in their children's education while in prison. One example is the issue of getting children interested in books.



Fathers Inside assumes nothing and instead gets students to consider, for instance, whether giving their child a book is a good thing and, if so, what sort of book is suitable. As a consequence, prisoners come to see how they can support their child's education. The course also makes them reflect on how they themselves learn.

This is an intensive 75-hour course that uses storytelling and drama techniques to engage and motivate learners of mixed ability. Over 800 prisoners and staff from 12 establishments helped to create it in collaboration with Safe Ground and the OLSU. The benefits to participants include:

- Graduate eligibility for three awards
- Immediate results
- Credibility with prisoners, prison staff and teachers
- Helps achieve Key Performance Targets
- Promotes parenting and key skills education
- Provides access to further education
- Promotes progression routes into offending behaviour programmes
- Prepares the participant for work
- Helps prevent institutionalisation and social exclusion

Awards

NOCN Progression Qualifications
Developing Parenting Skills, Level 1
Developing Group & Teamwork Communication Skills



Intervention - Learning Together Club – PSF (G4S funded)

The Learning Together Club (LTC) is an innovative PSF project that gives fathers a chance to spend time with their children and maintain relationships that develop the family unit.

All children attend a visit with their fathers without their mothers/carers on two evenings per month, enabling children and fathers to interact. The children bring in work from school to show their fathers and work together. Parc provides educational resources for all curriculum and key stages for children who do not bring anything.

The librarian also attends and operates a book lending service. Play Area workers support the fathers with younger children and encourage learning through play. Originally the LTC was aimed at fathers and their children, but that developed to include the wider family unit including grandchildren and younger siblings.

Success stories include a father and teenage son who didn't communicate at all. The father knew nothing about what his son was doing at school, but through the LTC, soon became aware of his son's Year 10 options, encouraged him through his exams and the son achieved unexpected GCSEs. Other fathers have experienced supporting their children for the first time. Previously they had taken no part in schoolwork or even reading to their children when they were at home.

There have also been several cases where children afraid to come to the prison on normal visits have 'broken the ice' by attending the LTC, which is a more relaxed and informal setting; they have then continued to visit.

The LTC has developed over the last two years as a result of the passion and commitment of the staff and volunteers involved. The LTC has further developed in response to the needs of the families and in June of this year, children under the age of two also attended.

Everyone attending the LTC attends a short course to learn about key stages, the national curriculum, how children learn and the importance of supporting learning. This has developed in response to changes in the school curriculum and in future groups additional topics will be included such as:

- The importance of family learning and its contribution to raising the achievement of their child
- A variety of ways in which family members/carers can help their child with literacy and numeracy skills

Intervention – Parenting For Dads – PSF (G4S funded)

This 10 session intervention works with prisoners who are fathers or 'fathers-to-be' to focus upon issues such as: The fact that statistical research indicates that parental imprisonment is linked to various negative outcomes:

- Children of prisoners are three times more likely to engage in antisocial behaviour.
- 65% of boys with a convicted father go on to offend themselves.
- Poor performance at school – bullying, truanting and failure to achieve.
- Children of prisoners are twice as likely to suffer mental health problems.

(Supporting Prisoners' Families – Barnardo's, Nov. 2009)

This course is designed to assist fathers to be the best parent they can in the confines of their circumstances. Parenting for Dads provides fathers with the opportunities to meet other dads, share experiences and have access to advice and information as well as developing important skills such as:

- Understanding the role of a father.
- Exploring a variety of parenting styles.
- Developing an awareness of how best to deal with misbehaviour/challenging behaviour in children.
- Understanding the impact of parenting on self-esteem.
- Increasing awareness of what effective parenting entails.
- Understanding how positive influences can make a difference in a child's life.



- Exploring the many ways in which (absent) fathers can maintain family ties.
- Investigating where to access further help, advice and support as a parent.

Intervention – MPACT – PSF & Action On Addiction (Licence costs for MPACT – costed within IW budget)

Moving Parents And Children Together – this pilot intervention PSF is developing in conjunction with the charity Action On Addiction. programme focuses on the impact and support needed for prisoners who misuse substances within a family setting. Each group lasts approximately six weeks.

The programme offers a 'Whole Family Approach', working with parents and children from up to eight families at any one time in different group combinations. The programme 10 sessions; this includes an individual family assessment, eight consecutive weekly core sessions and a family review session. The programme is run by experienced professionals work with the young people and parents to reduce the harmful impact that parental substance misuse and addiction has on family life.



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The programme has been evaluated by the Mental Health Research & Development Unit (MHRDU) at the University of Bath. Their findings have shown that all the families involved felt that they had been helped by attending the programme. Following solicitation of PSF by Action On Addiction, this will be the first time MPACT has ever been delivered in a prison setting and as such the model will continue to be evaluated both independently and as part of the wider Invisible Walls research, the former research integrating with the latter.

M-PACT (UK) is the result of a growing awareness that services for children and young people suffering the consequence of parental substance misuse have been limited, fragmented or non-existent across the UK. Subsequently the model, with PSF led adaptations, will fit well within the remit of Invisible Walls, providing a specialism in the area of substance misuse and families.

Intervention – Time Out Series: Positive Parenting – Care For The Family & PSF (Training for Trainer for these programmes costed into Invisible Walls budget as a one-off payment)

This is a series of 8 separate but integrated mini programmes, all 4 – 6 day sessions in length that can work either with just the father or the parents together. They also have the added dimension of being able to empower and support the parents to then deliver aspects of the programmes to their children. The programmes will be delivered by PSF/Invisible Walls staff trained by the charity Care For The Family, the costs for which have been negotiated with the charity and will be within Section 7: Project costs.

1. Time Out For Parents (Early Years 0 – 3)

- What Children Really Need
- Developing Emotional Security
- Setting Loving Limits
- Keeping Children Safe

2. ADHD (Attention Deficit Hyperactivity Disorder)

- What is ADHD?
- Social, Emotional, Physical & Academic Difficulties
- Consequences & Sanctions
- Managing Attention Deficit Behaviours

- Managing Hyperactive Impulse Behaviours
- Coping Strategies For Parents

3. Time Out From ASD (Autistic Spectrum Disorder)

- What Is ASD?
- Communication Difficulties
- Social Interaction
- Basic Principles Of Behaviour Management
- Managing Rage Or 'Melt Down'
- How Adults Can Make Things Worse!

4. Time Out From Anger Managing The Adult's Anger

- Effects Of Anger
- Emotional Triggers
- The Anger River
- Avoiding Arguments

5. Managing The Children's Anger

- Anger Rules For The Family
- Coping Strategies
- Safe Ways For Children To Deal With Anger
- What To Do When Children Have 'Gone Over The Edge'

6. Time Out For Teenagers

- Why It's Tough Being A Teenager – Self-esteem
- Parenting Styles – House Rules
- Communication - Listening
- Tools For Handling Conflict - Negotiation
- Problem Solving – Sanctions & Boundaries

7. Drug Proof Your Children

- Drugs: just how bad is it?
- Why kids take drugs
- How to educate kids to make good choices
- Prevention tools for parents
- Learning to intervene – and where to get help
- A parent's guide to handling relapse

8. Quidz In gives the knowledge parents need to talk with their children about money from a very early age. Through an informal and practical six-session course, participants learn how the world of finance works: everything from budgeting through to spending and saving for the future. Quidz In is about becoming financially aware, understanding how money works and how to get the best out of it. For children aged 8 through to teens.

Intervention - Family Centred Visits PSF (G4S funded)

Family visits have long been recognized as important in maintaining family ties and the relationship between a prisoner, their children and other young relatives in whose care and upbringing they have played a significant role. Good relationships between parents and children not only contribute to a reduction in re-offending risk, but also to the healthy development of the child. This is true for stepchildren, siblings and other younger family members.



Family Centered Visits are organised by PSF and will be offered to all Invisible Walls prisoners on the last Wednesday of each month. These visits are designed to maximise the engagement between families and serving prisoners at Parc.

This is achieved through a multi-disciplinary approach to the event, with numerous activities staged for children and families such as arts and crafts, face painting, table-top games as well as more physically active challenges, well-being clinics, interventions awareness, competitions, book shares, certificate presentations and themed events. Prisoners can also book to have two photographs taken of themselves and their family on the day.

Refreshments are provided through free drinks and later in the day, a buffet that is partly paid for by the prisoners on the visit, allowing them the opportunity to provide for their family.

The Family Centered Visit is more than 'just another visit' and aims to provide a positive intervention. It works on three levels.





Participant accessibility and equality principles

Invisible Walls will mobilise and operate within the equality principles outlined by the BIG Lottery:

- ✓ **Promoting accessibility**
 - ✓ **Valuing cultural diversity**
 - ✓ **Promoting participation**
 - ✓ **Promoting equality of opportunity**
 - ✓ **Promoting inclusive communities**
 - ✓ **Reducing disadvantage and exclusion**
- The very nature of the Invisible Walls project will require awareness and delivery of equal opportunities and diversity. Many of the prisoners at Parc and their families tend to be experiencing social exclusion and as such represent an often marginalised group.
 - The project is aimed at those on the fringes of our communities. Those families often described by the authorities as 'chaotic'. Those who potentially participate in the project will have been targeted, approached, selected and assessed as suitable – 'suitable' as in 'most in need' of the services and support Invisible Walls will provide.
 - Key issues surrounding community inclusion, fairness of opportunity, discrimination, The Rehabilitation of Offenders Act 1974, cultural diversity and engaging positive participation, are all central to Invisible Walls. These agendas form part of the challenges that the project seeks to overcome, not only with the participants, but also indirectly with stereotypical or discriminatory attitudes and behaviours around crime and rehabilitation.
 - In terms of meeting equality principles, the three core objectives of Invisible Walls are fundamentally built upon the drive to instil change in areas of basic social exclusion.

Below are some examples of the Diversity Statements that Invisible Walls will adhere to with all its participants and staff, both in custody and in the community operation.



Appendix C

Finances

The value of the agreement to deliver services of a Social Worker is £43,256 plus expenses apportioned for the period from the commencement date of the Social Worker to 31st March 2020. The financial value of this agreement will be reviewed and renegotiated annually if the agreement is extended beyond this period.

Payment

Payment to Bridgend County Borough Services for the provision of the services defined in this Service Specification will be made quarterly, upon receipt of a VAT invoice for one quarter of the annual allocation.

Quarter	Quarter Dates	Invoice Date	Amount Due
1	Commencement Date - 30 June 2019	30 June 2019	
2	1 st Jul - 30 Sept 2019	30 Sept 2019	£10,814
3	1 st Oct - 31 st Dec 2019	31 st Dec 2019	£10,814
4	1 st Jan - 31 st Mar 2020	31 st Mar 2020	£10,814

The finance contact for this agreement will be:

Eilish Thomas

Accountant

Bridgend County Borough Council

Civil Offices

Angel Street

Bridgend CF31 4WB

Lisa Owens

Finance Officer

Bridgend County Borough Council

Civil Offices

Angel Street

Bridgend CF31 4WB

Telephone: 01656 643643

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G4S Care & Justice Services (UK) will pay all invoices in full, without deduction or set-off other than as required by law, in cleared funds within 30 days of the date of the invoice.