



**Prisoner
Learning
Alliance**

LEADERSHIP IN PRISON EDUCATION

MEETING THE CHALLENGES OF THE NEW SYSTEM

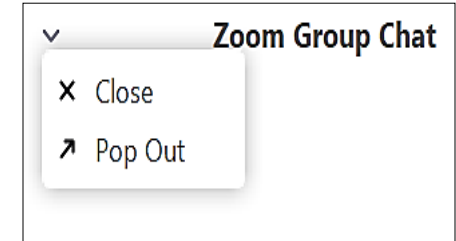
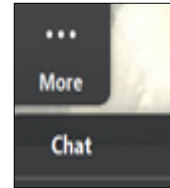
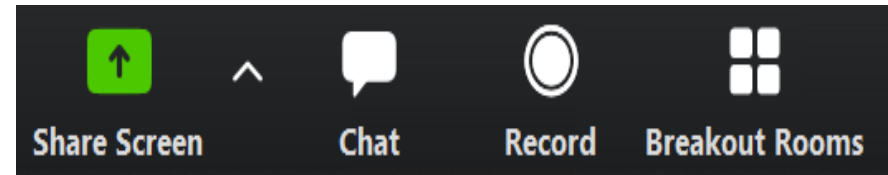
INTRODUCTIONS

Please introduce yourself in the chat pane.

If chat is not showing on your icon bar click three dots 'More' or Alt+H

You can also create chat as a 'pop out' to use throughout the workshop.

Please use the chat pane for any questions/comments.



- 01** RESEARCH CONTEXT
- 02** CHANGING SYSTEM
- 03** LEADERSHIP IN PRISON EDUCATION
- 04** LEADING A LEARNING CULTURE
- 05** BREAK OUT DISCUSSION
- 06** RECOMMENDATIONS



01 RESEARCH CONTEXT

METHODOLOGY AND PURPOSE

CONTEXT

Research method:

10


prisons, range of geographical areas, prison functions and education providers

Interviews:

52

people participated with a role in delivering, managing and monitoring education in individual prisons

RESEARCH AIMS

- a) gain a greater understanding of current leadership challenges at a time of significant system change;
 - b) identify the steps needed to support prison staff and providers in developing a learning culture within the establishments;
 - c) lay the basis for stronger partnerships between prison education and the further education sector
- 




02 CHANGING SYSTEM


NEW ARRANGEMENTS

CHANGING SYSTEM

2019

- Prison education framework (PEF)
 - Dynamic purchasing system (DPS) including Information, Advice and Guidance
 - Prison Education and Libraries Framework
 - Mandatory learning difficulties and disabilities (LD/D) screening
 - Education inspection framework (EIF)
- 


CHANGING SYSTEM

- New regional structures to manage the PEF contract
 - Significant support from regional Head of learning and skills
 - Prison education funding has not increased since 2013
- 

03 LEADERSHIP IN PRISON EDUCATION

DEVELOPING LEADERSHIP

WHO ARE THE LEADERS IN PRISON EDUCATION

- Governing Governor
 - Deputy Governor
 - Head of reducing reoffending
 - Head of learning and skills/learning and skills managers
 - Education managers (PEF provider)
- 

LEADERSHIP QUALITIES

Vision
Visibility
Integrity
Risk-taking

Governors

Communication
and team
working

**Head of reducing
reoffending**

Influencing
Practical aspects
and management

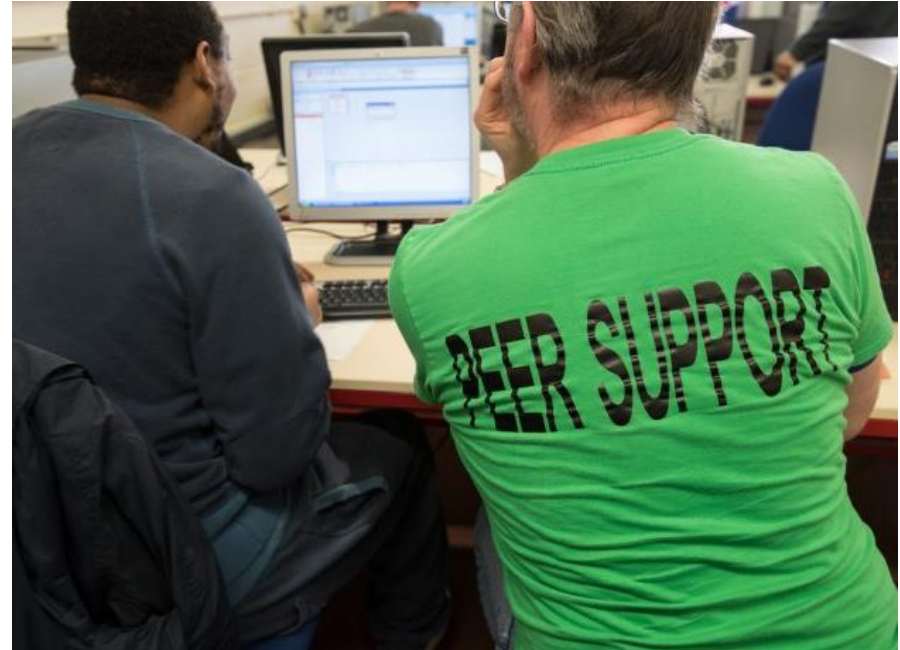
**Head of learning and skills
Education managers**

04 LEADING A LEARNING CULTURE

WORKING TOGETHER

LEADING A LEARNING CULTURE

- The Governor leads the culture of working in partnership
- Education in prison is effective when fully supported
- Education staff involved in senior staff briefings



“

“Every day at morning meeting get the names of how many people attended compared to allocation and reasons why did not go...”

“If we are going to put education at the heart of a rehabilitative culture and reducing reoffending then staff need to be more aware of it and they are not.”





HM Prison &
Probation Service

Yorkshire Prisons Group Whole Regime, One Regime

Mark Grasby – Former Head of Regimes, Employment & Commercial Activity YPG

Whole Regime, One Regime

Preventing victims by changing lives



Yorkshire Prisons Group Regime Delivery

- 1) Form The Vision**
- 2) Create the Delivery Structures**
 - Management Structure**
 - Meeting Structure**
- 3) Delivery Control & Measurement**

Whole Regime, One Regime



The Yorkshire Prisons Group

HMP Hatfield

HMP Lindholme

HMP Humber

HMP Moorland

HMP Hull

HMP Wealstun

HMP Leeds

YPG

Whole Regime, One Regime

Forming the Vision - Yorkshire Prisons Group Strategic Plan

Our Vision

“Working in partnership and proud to deliver quality services, helping to secure a greater future for our communities, ensuring that rehabilitation, employment and education is at the heart of our delivery, determined and proud to make a difference.”

Whole Regime, One Regime



Forming the Vision - Yorkshire Prisons Group Regime Delivery

Our Core Values

Our aim is to deliver a safe, decent and rehabilitative regime that affords prisoners an environment where they can maximise opportunities enabling them to move away from offending and re-integrate them back in to their communities.

Whole Regime, One Regime

Yorkshire Prisons Group Strategic Plan

Regime Development

We will continue to develop a cohesive approach to regime delivery across the Yorkshire Prisons Group to meet the needs of prisoners.

We will build further on our learning, training, employment and career management culture to make a positive difference to prisoners' lives focusing on resettlement and real employment opportunities on release.

We will promote an approach that involves all partner agencies to ensure that we maximise the deployment and use of resources across all establishments which will include a review of the group regimes management structure.

Working together, we will ensure that all regime delivery is 'fit for purpose' and is developed to actively grow investment opportunities and purposeful activity spaces, promoting innovation, diversity of delivery and real outcomes that reduce the risk of reoffending

Whole Regime, One Regime

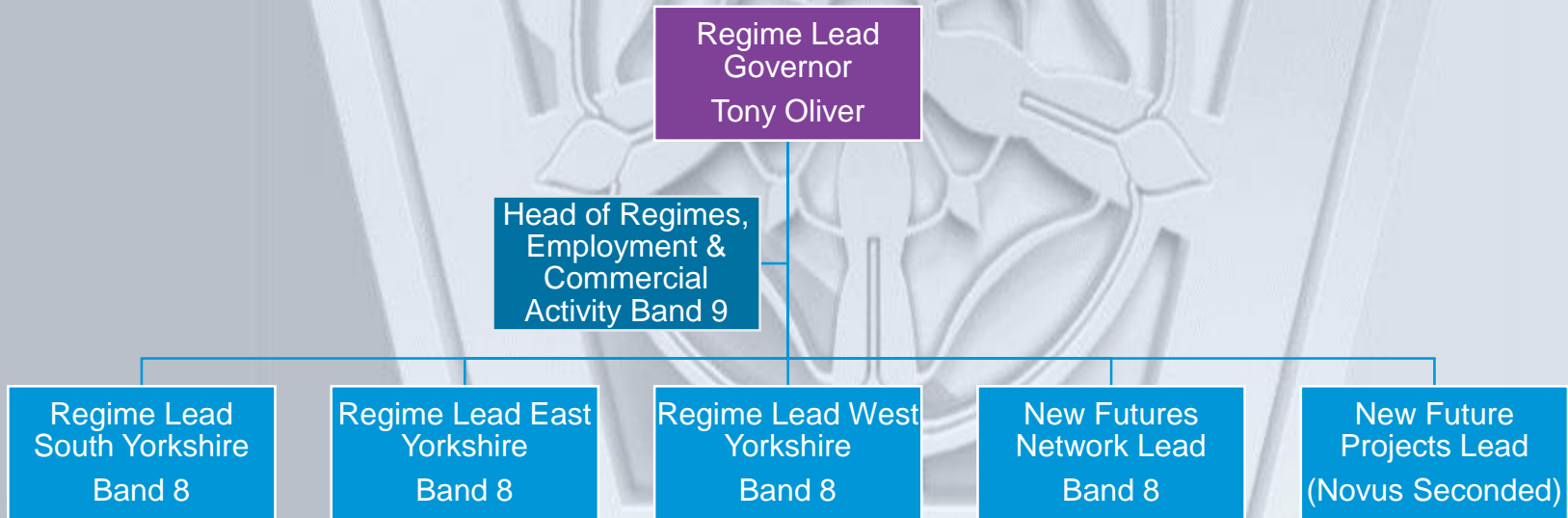
Group Regime Purpose

“To support establishments in being places of learning that deliver holistic regimes, offering stable and safe environments. Ensure all regime activities assist prisoners to progress, whilst also enabling work and learning opportunities that further develop prisoners and lead towards employment on release; thus reducing the risk of reoffending.”

“Whole Regime, One Regime”

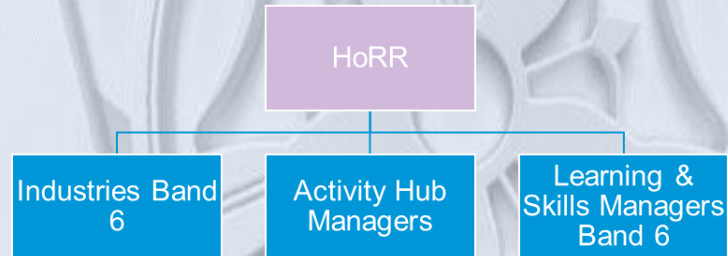
Whole Regime, One Regime

Group Level Regime Structure



Whole Regime, One Regime

Regime Structures

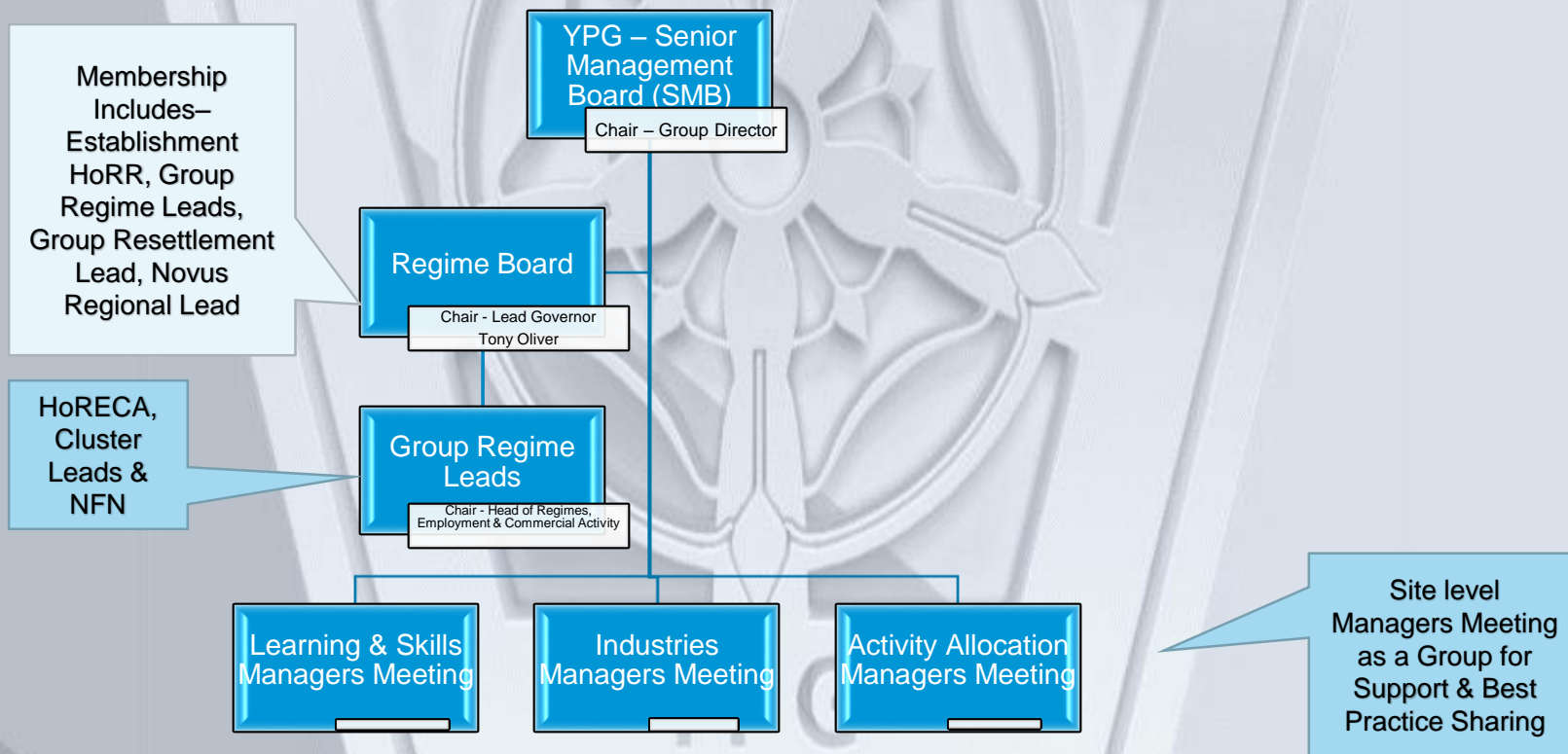


Funding has now been reallocated so that all YPG Establishments have a common minimum Regime Management Structure. (exception HMP/YOI Hatfield)

This approach will assist in the standardisation of some common practice and act as a platform for a 'Whole Regime, One Regime' approach.

Whole Regime, One Regime

Regime Meeting Structure



Whole Regime, One Regime

Delivery Control & Measurement - Regime Performance Agreement

Each Governor to agree a Regime Performance Agreement with YPG Director

To be measured monthly via data and quarterly via Regime Health Check Visit and managed via Governor Bi-Lat's:

- Vision Statement
- Regime Delivery Targets
 - Allocation/Attendance/Efficiency (Capacity/Available)
 - Hours Delivered
- Commercial Activity (Turnover & Contribution)
- Progression & Training (PLPPR & MYP)
- Outcomes (Employment & Benefits)
- Cluster Approach (Monthly Regime Meeting)
- Business Community Strategy
- Education Contract (Required Outcomes)
- Time Out of Cell
- ETE Outcomes

Whole Regime, One Regime

05 BREAK OUT DISCUSSION

STIMULATE DIALOGUE

CHANGING SYSTEM 2020

HMP/YOI Portland ✓ @HMPYOI_Portland · Apr 7

We would like to give a huge thanks to our colleagues from @westoncollege for creating these fantastic resource packs for our learners. This has been a huge team effort & will help our men to continue their education in-cell during these difficult times. #teamportland Thank you



31 Mar 2020 | Prisoner Learning Alliance | PDF | 433.72KB



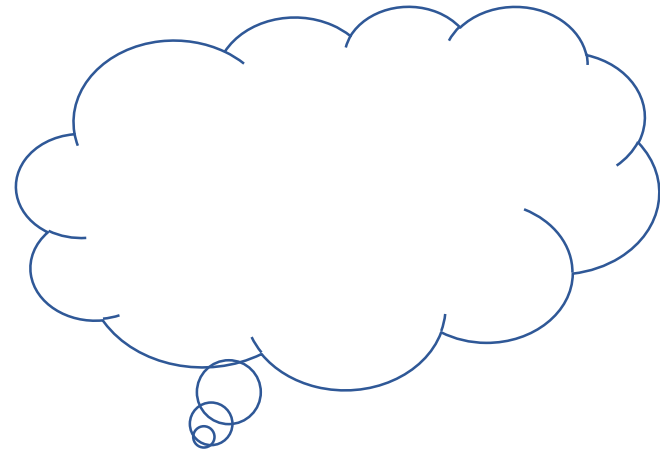
In-Cell Activity Hub

Click to see our listing of resources which are available to download, print and share.

DISCUSSION

- What do leaders need to be doing at this time to support Prison Education?

Nominate one group member to feedback at the end of the activity



06 RECOMMENDATIONS

STIMULATE DIALOGUE

RECOMMENDATIONS: SHORT TERM

Governors

- Involve senior education staff
- Demonstrate personal commitment to learning

HMPPS


- Training and development
- National strategy to develop links with further education

RECOMMENDATIONS: MEDIUM TERM

Offender management in custody (OMIC)

- Support officers to recognise the impact of education
- Develop key working support for education

HMPPS

- Develop leadership in industry
 - All instructors to gain qualifications (e.g. TAQA)
 - Sharing of good practice
- 

RECOMMENDATIONS: LONG TERM

The Ministry of Justice

- Must secure the financial resources necessary to support education in prisons



WHAT NEXT?



#prisoneducation
@Prison_Learning

LEADERSHIP IN PRISON EDUCATION:

Meeting the challenges of the
new system

ANGELA SANDERS

www.prisonerlearningalliance.org.uk