**Operating Model: Community Custody Unit (CCU’s)**

**Purpose**

The purpose of this document is to identify the operating model for the new CCU’s. This document will provide an overview of the:

1. Management Structure.
2. Staff Roles.
3. Population management.
4. Operational Considerations.
5. Case Management.
6. Accommodation.
7. Contingencies.
8. Conclusion

**1. Management Structure**

The Governor in Charge (GIC) will be based at the Women’s National Facility (WNF), and will have overall responsibility for the WNF and CCUs. The Deputy Governor will be based at the WNF, with an agreed percentage of their time allocated to the CCU’s.

A Unit Manager will be responsible for the daily management of the CCU’s, supported by the Senior Management Team at the WNF, inclusive of Human Resources (HR) and Finance, who will remain accountable for their area of responsibility. It should be noted that the WNF duty rotation will incorporate the CCU’s, as a result the Unit Managers responsible for the CCU’s will be part of the WNF operational duty rota.

Financial accountability for the CCU’s will remain at the WNF, with delegated authority given to identified Unit Manager, First Line Manager (FLM) and Cashier.

Psychology provision providing support and supervision for, psychology and SPS staff involved in the delivery of the designated interventions, “ultimate self-programme” and other therapeutic interventions. as well as providing support and input to the risk management process, will be centrally located in the WNF.

The CCU’s will initially have FLM cover 24/7 providing management cover and assurance on operational practice.

**2. Staff Roles**

The operational staffing contingent will consist of a First line manager group, CCU officer ‘D’ band group and an operations ‘C’ band group with clearly defined roles.

**CCU Officer**

CCU Officers will play a critical role, by engaging with key SPS stakeholders, and external agencies, working in partnership with the wider Criminal Justice System. They will be responsible for supporting women as they develop the knowledge and skills required to live independently upon release, providing supervision within the CCUs and the local community, ensuring the safety; security and personal development of the women in our care.

CCU Officers will actively support the women during their time in Community Custody Units by preparing them for release through identification and testing in external community based work placements, Special Escorts Leave and community opportunity related groups (i.e. Training, Leisure, Sports, Arts, Relationships with Family, and Health & Wellbeing).

They will support women through active involvement in the case management process, helping women identify the supports and services they require, and by supporting; encouraging and motivating women to engage with a range of services both within the CCU and in the local community. This will involve completion of all necessary documentation including the development of support plans, in collaboration with the women in custody and key service providers whilst undertaking the supportive role of the personal officer.

CCU staff will undertake a range of generic duties such cell certification, searching and completion of necessary risk assessments whilst maintaining a safe environment for all who live and work in the CCU.

All staff require to be trained to elementary food hygiene standards to ensure compulsory checks on food are completed and compliance achieved with agreed hygiene standards. Oversight and secondary assurance will be provided by the Catering Officer/Catering Manager from the WNF, who must be trained to intermediate Food Hygiene and REHIS Diploma level for the FLM.

**Operations Staff**

Operations staff will be responsible for the delivery of all operations functions within the CCU, this will involve the identification, verification and searching of all visitors, staff and vehicles, including service providers, agents, official visitors and all delivery vehicles. Site access will be controlled and undertaken by the staff located at the front entrance.

Operations staff will undertake general security roles such as:

* Supporting the issue of controlled medication;
* Supervision and security for the community hub area, including all types of visits, family and professional;
* Verification and recording of all movements in and out of the facility, including admission and liberation;
* Completion of internal and external perimeter patrols and security checks;
* Mandatory Drug Testing (MDT) and Voluntary Drug Testing (VDT), processes;
* The security and verification process for visitors family and professional, where visits will be processed, and cash / property accepted;
* Assisting with the lock-up and unlock process, providing security and support to the residential function;
* Control room responsibilities, adopting a flexible approach, coordinating all required operational responses, this may be from a dedicated operational base or via mobile device; and,
* Provision of operational cover during patrol periods and night duty ensuring safety and security across the facility is maintained.

Due to the small scale of the facility and the range of duties expected, all operations staff will require the skills and attributes to cover all areas including roles such as reception duties, FCO and MDT. It is critical for the facility to operate effectively that adequate training and development is provided to the operations staff.

Consideration needs to be given to staff rotation and succession planning from the WNF, to ensure adequate coverage is maintained longer term.

A minimum operating capacity and a range of operational responses and contingency plans will be developed to comply with the following:

* Standard Operating Procedures (SOP’s):
* PRL Audit and Assurance Standards:
* Prison and Young Offenders Institutions (Scotland) Rules 2011: and,
* HMIPS Standards.

These will support the flexible roles staff will provide, while ensuring the safety and security of the facility, staff and women in custody.

Intelligence management provision will be managed centrally from the WNF, with the FLM on site being responsible for day to day management, undertaking required actions and tasks. Overall responsibility will be incorporated in the WNF with accountability to the Head of Operations or designated role.

**Non Operational Staff**

A small administration team will be in place which will be multi-functional, and will include individuals trained in the roles of cashier and criminal administrator, due to the level of financial transactions and compliance with the SPS finance manual and warrants management required.

This administration team will be line managed by the Finance Manager of the WNF. These individuals will be required to undertake a wide range of the administration tasks including:

* Parole Co-ordinator;
* Minute taker for Integrated Case Management (ICM), Risk Management Team (RMT), CMB:
* Prisoners Personal Cash (PPC), canteen, sundry purchase, wages;
* Mail & telephones;
* Prisoners Complaint Forms (PCF) management; and,
* Business Improvement.

**Health Care**

Healthcare will be provided by the NHS who will deliver a range of in reach and outreach services, in line with the current service level agreements, catering for all women located within the CCU and those accessing the local community, including primary care, mental health, addictions and any specialist services required.

**Chaplaincy**

Chaplaincy and multi faith services will be provided for those women with and without community access, this will be undertaken in an area on consultation with the Chaplaincy Advisors, within the facility.

**Estates**

Estates provision will be required, this will be regionally managed for daily maintenance and out of hours call out.

3. **Population Management**

There will be a centralised population management strategy for the effective management of all women in custody, which will be managed from the Assessment Centre at the WNF.

In terms of populating the CCUs, women serving long term sentences will continue to be managed through the existing RMT process from all closed establishments. Women serving short term sentences, who meet the criteria, can be considered for community access, regardless of location from closed establishments.

Where a short term sentenced woman is being considered for transfer to a CIU or CCU, a Women’s Case Management Board (WCMB) will assess the person’s ***suitability*** for transfer, having been assessed against:

* Stage 1 assessment criteria; and additionally giving consideration to;
* Stage 2 phase concerning:
  + the risks presented; and
  + Whether the risk can be safely managed in the community.

Women serving short term sentences with a minimum of 3 months left to serve (and less than 4 years), with a low supervision level may be considered for transfer to the CIU or CCU providing:

* The person is assessed as suitable by the WCMB at the Stage One assessment criteria; and
* The person is assessed as suitable by the WCMB at the Stage Two phase, for potential transfer.

**4. Operational Considerations**

Operational procedures such as cell searches, rub down searches, body searches and health examinations are recognised as difficult for women who have experienced trauma. These situations can often elicit a reaction from the women in custody, that they perceive as self-protective, however the reactions can be seen as hostile and aggressive by prison staff. It is recognised that these procedures are essential for the safety of staff and the women in custody. To mitigate the possibility of re-traumatisation these processes will be undertaken in a trauma informed approach maintaining safety and security for all stakeholders and the establishment as a whole.

The specific details on how each operational practice will be undertaken within the CCU will be detailed within the specific Operational Delivery System (ODS), which will clearly identify the required ethos; and SOP’s to maintain compliance with PRL audit standards, SPS policies and relevant Prison Rules.

**Numbers Check**

Numbers checks will be completed to comply with the required SOP in line with SPS Operational practice.

In order to complete a concise, safe and trauma informed unlock, and lock up process, all staff will undertake the following trauma informed practice, to limit the possibility of re- traumatisation and maintain security and staff safety at all times.

The unlock and lock up process will be undertaken by two staff at all times, achieving both a verbal and visual response from each woman. Prior to entering the bedroom the staff will announce their arrival by knocking on the door and identifying themselves. Upon receipt of both the visual and verbal response the staff will close the bedroom door, and progress onto the next bedroom. It is critical for the second member of staff to check all secure doors prior to moving on. If it is a lock up period then the staff should double check the secure doors prior to providing assurance that the area is secure. The operational delivery system and Standard Operating Procedure details the specific action required.

Upon completion of the numbers check both members of staff will confirm their respective numbers by signing appropriate documentation, the FLM of the area will then co-ordinate this process and forward the confirmed numbers appropriately, prior to any establishment numbers reconciliation. A more detailed version of this process will be clearly identified in the relevant SOP.

The exception to this is when intelligence and safety determines that staff require to access the area with immediate effect. In the event of this situation occurring, staff involved should follow the correct SPS process, elicit support in the first instance via whichever media is available and complete an incident report on the conclusion of the incident.

All women will require to return from community access for the evening meal numbers check, community access will be available after this time.

**In House Activity Period**

There will be two periods of in house activity scheduled into each women’s day, this time will be used to undertake a range of house based activities, examples of activities include; cooking, relaxation, studying, social interaction.

**Searching**

Searching procedures will be in place to prevent prisoners, visitors or staff bringing into the unit, or on to SPS premises, items that are unauthorised, prohibited or considered a threat to security or to good order and discipline. Any unauthorised and prohibited items confiscated during searches will be treated as per policy on Production Procedures.

All areas including bedrooms, activity spaces and offices will be searched in accordance with PRL standards of once in every 4 month period and recorded on PR2.

All women entering or leaving the CCU will be subject to scanning by the BOSS chair, rub down search and walk past cell sense device. All searching procedure will be undertaken in accordance with Rule 92 and PRL standards, taking into account the requirements for gender ratios. A full body search can be conducted at any time as per operational requirements.

All visitors will be searched in accordance with Rule 106, this will include all property to be processed through the X ray machine, a rub down search and walk past cell sense detector. Any visitor who is found in possession of an unauthorised or prohibited article will be required to relocate to the nearby interview room for further examination and detainment for Police Scotland, in accordance with 41 (3) of the Prisons (Scotland) Act 1989.

All staff will be searched in accordance with the SPS staff searching policy.

**Admission/Liberation**

Prior to admission to the CCU all prospective occupants should have undertaken an induction visit and have been allocated a personal officer/case manager.

All women in custody arriving at the CCU will enter the facility through the front entrance, where upon appropriate verification and identification of their details by an operations member of staff, the women in custody will proceed through the security and searching process and onto the reception area.

On admission the women in custody will be met by their identified Case Managers, where they will commence the admission and property management processes. A local induction will be undertaken by the Case Manager, re-affirming the contents of the handbook provided prior to moving to the CCU, containing all the required information in relation to the CCU detailing regime, ethos, opportunities, timetables and procedures.

Liberation will follow the standard SPS procedure with each woman supported by their Case Manager and have a copy of their individual Support Plan and points of contact prior to liberation.

**Induction**

All women will undertake an induction process to further acquaint them with the CCU, its ethos and expectations of a self-managed facility, this will support the transition to the increased freedoms that they will experience.

The individualised case management process, coupled with the social prescribing model adopted in the CCU, will involve the women working in partnership with their personal officer/caseworker along with other external/internal partners. Adopting this process will help to tailor their individual support plans in terms of needs, risks and timescales in preparation for community access and ultimately release into the community.

Prior to a woman’s arrival personal officers/case-workers will ensure they are familiar with the individual case and the induction process, which will be carried out in a relaxed and informative manner. Where appropriate, familiarisation visits will be arranged prior to transfer to the CCU to prepare the women in custody for the transition for life in a CCU. The induction method will enable women and staff to develop a constructive professional relationship, supporting a smooth transition from the closed prison to the CCU.

**Food Provision**

The ethos of the CCU is to support Independent living and self-care, where the women in custody will plan, budget and cook for themselves on a daily basis, this will be supported by the provision of a cookbook which will provide a range of nutritionally balanced meals that the women can choose from. The food will be ordered by the women in custody via an approved ordering system (supplier or supermarket provider) at least once per week. Upon delivery the women in custody will require to ensure the food is stored within the appropriate storage and refrigeration facility, this will be assured by the staff through the implementation of an agreed food management system.

A food management system will be implemented to ensure correct storage, rotation and preparation of food, in accordance with food standards legislation, this will included a robust assurance process.

Food can be prepared within two locations, the accommodation kitchen and also the community hub kitchen, which can be used for teaching, supported learning, family engagement and events.

Contingency food arrangement will be provided and stored within the appropriate facility located within the facilities store.

**Mandatory & Voluntary Drug Tests**

Regular MDT/VDT will be provided to ensure that the women in custody remain drug free, those providing positive drug tests will be referred to the Case Management Board for discussion. A positive drug test does not necessarily preclude a women in custody from remaining within the CCU, each case will be referred to the Case Management Board, which will review each case on an individualised basis and determine any actions or further interventions/support required. All drug testing will be completed by trained operational staff and the process managed by relevant FLM.

**Adjudication**

Any women placed on report will attend the orderly room for adjudication within the timescales as per SPS Policy and Procedure. The details of the report and the outcome of adjudication will then be discussed by the next Case Management Board, which will determine any actions required.

**Canteen/Sundry Purchases**

All women will have the ability to purchase items from the approved SPS canteen sheets, which will be processed and managed via the WNF, and delivered on a weekly basis. Women will have the ability to purchase a range of sundry items from a pre agreed list, this will be managed directly from the CCU.

**Health & Well Being Activities**

There will be no traditional exercise period within the CCU, all women will have the ability to access time in the open air at a time that is convenient to their individual support plan, time in the open air can be taken in the individual house garden or within the main hub garden. A designated period will be determined in each individual management plan, to ensure every women has an agreed period of time in the open air.

Women will be actively encouraged to undertake regular health and well-being activities, trained staff will actively encourage the use of the CCU gym. The Health & Wellbeing programme of activities will be developed in conjunction with the women, to ensure a comprehensive and inclusive programme is developed to meet the needs of all women. All women accessing the gym will require to undertake an appropriate health screening questionnaire and local Health & Safety gym induction which will be conducted by appropriately trained staff.

**Visits**

Family and social engagement are recognised as an integral part of preparation for community re-integration. The CCU will operate an open facility where the women in custody are expected to make their own arrangements with their family and friends to visit, within the hours of operation, and in conjunction with their support plan. Women with children will have the ability to dine with their children and carry out activities such as helping with homework. There will be provision for watching television/movies with their families and activities will be arranged to encourage more normalised relationship building which will be beneficial for the women and their families, visits will not be restricted. The community Hub space will support a range of different opportunities for women to engage in a more relaxed setting with their family, including outdoor access.

**Employment**

Women without community access will have the opportunity to undertake a variety of employment opportunities within the CCU, these may include, gardening, domestic services for communal areas, events preparation, physical education leader, peer tutor and pass women roles.

Women with community access will attend external work opportunities within the local community which are tailored to their needs and assets, forming a critical element of their support plan. Developing community engagement and confidence to work effectively in a community environment, whilst maintaining support from the CCU.

**Recreation**

There will be no specified recreation period throughout the day, in developing a self-care ethos the women will be expected as part of their individual support plan to ensure they have the opportunity to undertake recreational activities. A range of activities can be undertaken within each house, within the community hub and access to the gym. The available activities will be developed in conjunction within the women living within the CCU.

**Education**

Education and on-going training will be central to the regime, the women in our care will be able complete a variety of modules examples include, cooking, hygiene, manual handling, using IT as well as undertaking distance and/or Open University learning. Women in custody will be actively encouraged to attend any educational course on offer that would be of benefit to them both in custody and in the community.

**Life-skills**

Empowering the women in custody to self-manage, develop and build on their life skills to support a successful reintegration into the community by building independence is a critical element of the ethos of the CCU. All women in custody will work in collaboration with their Case Manager and a range of service providers to formulate their individual support plans, in addition all women will be required to plan, budget, cook and undertake housekeeping skills, and this will be continually supported by staff and relevant service providers.

**Partnership Engagement**

The partnership engagement strategy will ensure that all relevant partner organisations are available to work with the women, ensuring the development of robust multi-disciplinary plans. The regime is designed to ensure that all relevant partner agencies have access to a range of facilities to support wider opportunities which are more realistic for everyday living.

For those without community access, service identification and provision will be facilitated within the CCU and work on an appointment based system. Transition and community facing support plans should provide transparency for service provider engagement and where possible the same services and providers should continue to engage with the individuals. This will provide consistency, continuity and reduce anxiety. The women will work closely with service providers and case managers, where all relevant information will be shared in order to co-produce support plans. For women with unescorted access to the community, they will be supported by CCU staff to create appointments in the community which they will attend.

**Community Engagement**

Community engagement is an integral part of the ethos of the CCU, the women will be encouraged to be actively involved with the local community, families, local initiatives and or events. Women with community access will be able to access local services and facilities, and build relationships with the local community.

It is important that staff keep abreast of local events and initiatives and where possible involve the women, as much as possible including those with no community access, thus instilling a sense of community.

**Timetabling**

The CCUs will operate on a predominantly self-managed basis, the only exception being the core prison duties and processes which have been outlined above. An electronic timetable system will operate enabling the women in custody to develop their individual care plans in partnership with their Case Manager and relevant internal and external partners. The emphasis is on instilling a sense of responsibility for the management of their time in custody and the encouragement of increased decision making in the creation and development of their future plans. Helping identify and make best use of opportunities, helping them to develop as responsible citizens and preparing them with the skills necessary for return to their communities.

**Faith & Spiritual Needs**

Women will be encouraged to practice their own faith and spiritual needs as required. Pastoral care will be provided by the SPS Chaplains. Multi-purpose rooms can be utilised for meditation and prayer. Women taking part in faith and spiritual practices will be encouraged to include them in their personal schedules.

**Therapeutic Activities**

As well as attending the gym and health & wellbeing classes the women in custody will be encouraged to undertake a range of therapeutic activities, some will be run by the staff and others partners such as NHS. These activities will be timetabled and women will be able book onto the sessions. Examples of this may include, meditation & relaxation, walking and reading groups.

**Environmental**

The CCU will operate green and eco-friendly processes with the women in custody actively involved in recycling and waste reduction. Women in our care will be kept abreast of local and national initiatives which can be adopted within the CCU.

**Escort Arrangements**

The assumption is that women in custody will arrive at the CCU, dressed in their own clothing and enter the CCU via the front door, like all staff and visitors. There is an expectation that the women will not be handcuffed.

The CCU side entrance will provide a more discreet access point for Geo Amey or SPS to return a women to closed conditions should this be necessary.

The escort provider will be expected to use a domestic style vehicle to transport women to the CCU.

**5. Case Management**

The Case Management Pathway is an asset based, desistance focused, case management framework for all people in our care. Using a flexible approach, a series of maps are used to facilitate the creation of a support plan. This support plan will be reviewed regularly to consider progress and any new outcomes or goals. Benefits include:

* A consistent case management approach for all women regardless of sentence length;
* A framework to support staff in holding good quality conversations to build rapport and trust;
* Facilitating behavioural change;
* Formalising the good quality conversations that currently take place between staff and women in custody; and
* A foundation to encourage the individual to both develop and deploy choice and control over their lives by placing them at the centre of the change process.

The operational model will be trauma informed and gender specific, this will be undertaken initially within the Assessment Centre in the Women’s National Facility and progress through a woman’s journey in custody to release into the community.

Case management will be at the centre of a women’s time in custody and appropriate service provision is essential in meeting their needs. The women in custody will be actively involved in how they spend their time in custody, encouraging the core principles of responsibility and independent choice. This will be supported with the personal officer and relevant service providers, based on individual need. Each women in custody will have an allocated personal officer and shadow officer upon arrival in the CCU, this will be identified prior to their arrival.

**6. Accommodation**

**Houses**

The living environment has been designed to encourage and support the women in custody to develop the skills, confidence and support required to enable them to prepare for a return to their community. The design of the accommodation has been carefully considered taking cognisance of extensive research based evidence and the need to adopt a gender specific, trauma informed approach, to the management and interventions required to maximise the chances of successful re-integration to the community.

The CCU will provide a range of residential accommodation for women in shared ‘Houses’ allowing for up to six occupants. This will include provision for women who require reasonable adjustments, mothers with babies, and spaces for individuals afforded a higher level of autonomy (Bedsit and or Annexes).

The accommodation will take the form of domestic style houses with shared amenities, the main elements of the houses are standards bedrooms, and living and dining space, bathroom, quiet room and garden. The accommodation will be decorated and furnished in keeping with the therapeutic, trauma informed approach.

**Hub Building**

The hub building will be the front facing community interface and heart of the facility which will support a range of internal facilities required to care for the women, namely education and health care. The community hub is intended to encourage family and partner engagement, in a more relaxed and family friendly environment. The front of the Hub Building will provide staff facilities and will adopt security practices to ensure the safety and security of the women, staff and the facility itself.

**Holding Room**

A holding room has been included within the hub building located adjacent to the reception area. This has been designed to the SPS safer room standards, including the provision of en -suite facility with shower, WC and WHB, with a non-openable enhanced glass window with security bars, a reflective film and interstitial blind to prevent external intrusion. The door will be of the same standard as that used within the Women’s National Facility, it will be anti-barricade, and have an observation panel. This facility will be used as a holding room when required for operational reasons (Violence, MORS or Talk to Me), to allow a period of assessment before any decision is made on the women’s future location.

**7. Contingencies**

A range of bespoke contingency arrangements will will be in place in conjunction with both the WNF and closest establishments, to ensure robust processes are identified and in place for the standard contingencies arrangements, ensuring safety and security for all stakeholders.

Due to the type of facility a range of further contingencies specific to the CCU will be developed for example: Staffing, estates provision, loss of services and incident management, due to the unique CCU staffing and operating model.

**8. Conclusion**

The overall Operating Model will be based on a Gender Specific, Trauma Informed Approach. The grounds and buildings have been designed to support this approach to the management of the women in our care.

It is critical that the softer processes, regime development, staff training, working practices, SOP’s and attitudes, are developed to reflect the identified approach if the desired change for the management of women in our custody, is to be reflected in the identified outcomes and benefits to both the SPS and society as a whole.