



Short-term Sentence Prisoners in all NOMS Co-Financing Organisation regions.

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1. Context

The overall aim of the National Offender Management Service Co-Financing Organisation (NOMS CFO) programme is to improve offender education, training & employment opportunities and increase access to existing resettlement provision. Rather than deliver education and training programmes directly, the NOMS CFO Programme is designed to motivate participants and remove barriers that prevent them from progressing into mainstream provision delivered by other agencies such as Jobcentre Plus employment services, Offenders' Learning and Skills Service (OLASS) funded provision or further education/training. Not all these services are directed specifically at offenders and NOMS CFO links into services in prison/community for offenders and those available to everyone. Effective engagement with offenders in custody or in the community will also more adequately prepare them for employment, training, education and other mainstream activities. The provision of NOMS CFO enhances existing activity within prisons and the community by identifying the gaps in delivery for the harder to help groups, which includes prisoners serving short term sentences. NOMS CFO aims to complement existing CFO activity by bridging the service gaps experienced by offenders.

Short-term sentence prisoners are defined, by the European Social Fund (ESF) for the current NOMS CFO programme, as offenders sentenced to 12 months imprisonment or less. They pose a complex and challenging group to work with for a number of reasons; the most critical of which being a general lack of available support. At the time that this report was conducted, the Transforming Rehabilitation programme was phasing in statutory supervision and rehabilitation for this cohort group. Previously, there was no mandatory supervision for this cohort which meant that, up until now, they were a mostly invisible group whose needs and barriers to employment were being missed and were at an increased risk of reoffending. Now, under the new Transforming Rehabilitation changes which are currently being implemented, prisoners serving 12 months and less will be supported in the community. However, as this has only just begun to be phased in, the NOMS CFO 2011-2014 programme presents an established, grounded opportunity of support and guidance for short-term sentence prisoners. Any provision that is offered to this group can only be beneficial as it would give them the chance to address their personal barriers, allowing them to move closer to education, training or employment and reducing the risk of reoffending. As such, it was written in to all CFO region contracts that prisoners serving 12 month sentences were a priority group that must be worked with (however, it should be noted that this is not applicable to the CFO region of Cornwall as there are no prisons located in the area).



The main findings of the report will focus on answering the following key research aims:

- i. To explore the provision offered for this group by the regions within the NOMS Co-Financing programme – to demonstrate examples of good practice, identify the areas for development and outline the lessons learned.
- ii. To highlight the associated resettlement needs, how they have been addressed by the Providers and what other additional help is offered to this group – looking at activities carried out and outcomes achieved.

2. Approach

The purpose of the current report is to outline and assess the support offered by all CFO regions to short-term sentence prisoner participants. In order to effectively answer the set research aims, two types of methodology were adopted; qualitative results supported that were supported by quantitative statistics. Qualitative data was sourced from the results of a survey that was conducted to acquire the views and experience of CFO Provider staff and their sub-contracted organisations. Quantitative data was taken from the Case Assessment and Tracking System (CATS) application, a software program used by delivery staff to monitor participant progress, in order to provide the latest statistics on participant numbers, their identified needs and the associated outcomes achieved. The figures were then assessed for statistical significance using Pearson's Chi-Squared with Yates' Correction for Continuity. By utilising these methods, it is anticipated that a comprehensive answer can be provided for both research aims.

Qualitative

Qualitative data was gathered through the use of a survey distributed to Provider and sub-contractor staff across all NOMS CFO regions. The purpose of the survey was to gather information relating to the experiences of Provider and sub-contractor delivery staff who have worked with this cohort group; examining the barriers that they have found to be specific to this group, the approach taken by delivery staff and the work conducted with participants to address barriers. The survey was created using SurveyMonkey®, an online survey software tool, then distributed to all Providers with the instruction to supply the survey link to delivery staff and sub-contractors who work with or have experience of working with short-term sentence prisoners. The survey was anonymous and no follow up correspondence was conducted. In total, staff were asked 9 questions (see appendix A) relating to the support offered to and the work carried out with short-term sentence prisoners; the majority of questions were open-ended to acquire an in-depth opinion and detailed experience.

Quantitative

The source of the quantitative data used in the report was the CATS application. It enabled a detailed analysis to be conducted of the demographics, needs and outcomes of short-term sentence prisoners. Using the CATS data, an analysis of needs was performed, comparing the resettlement data of short-term sentence participants nationally compared to that of community starter participants and offenders sentenced to over 12 months. The data in the current reports excludes the CFO region of Cornwall as there are no prisons located in the area. The figures were then assessed for statistical significance using Pearson's Chi-



Squared with Yates' Correction for Continuity. By utilising these methods, it is anticipated that a comprehensive answer can be provided for both of the set research aims.

3. Results

This report serves as an effective feedback mechanism to the Providers, NOMS and ESF that explores the delivery of the provision and the impact on participants. The central issue of this report is to determine whether the projects are contributing to the change that they was designed to make, and to examine those aspects of the project that are contributing to or hampering its success; do these lie in the design or the implementation process.

This section provides the results of the evaluation to date by answering the following two research aims:-

- To explore the provision offered for this group by the regions within the NOMS Co-Financing programme – to demonstrate examples of good practice, identify the areas for development and outline the lessons learned.
- To highlight the associated resettlement needs, how they have been addressed by the Providers and what other additional help is offered to this group – looking at activities carried out and outcomes achieved.

The following results described are written with the purpose of answering the first research aim: to explore the provision offered for this group by the regions within the NOMS Co-Financing programme – to demonstrate examples of good practice, identify the areas for development and outline the lessons learned.

'Engagement' and 'an honest, genuine approach'

Respondents expressed how the greatest difficulty, with regards to working with short-term sentence prisoners, is the unpredictable nature that they exhibit. More applicable to community settings, participants can be extremely volatile in their engagement with CFO support. Staff from both Prime Providers and sub-contracted organisations described how, especially when in the community, participants can become easily distracted or can quickly fall back in to old habits. This group was depicted as chaotic and erratic often with a number of complex barriers. It was also commented how a portion of short-term sentence prisoners are repeat offenders who are frequently in and out of prison; who are, consequently, not receiving the support that they need to break out of that cycle. One remark that was made described two types of short-term sentence prisoner, those who are first time offenders that progress very well and those who are habitual offenders who are entrenched in that lifestyle. As such, in relation to those who are frequent offenders, engagement with provision tends to fluctuate dramatically with many losing interest once they are returned to their old lifestyle. Delivery staff explained how the transition between custody and community is vital in this regard and that having a strong, positive relationship with the participant helps keep the support linked up during this process which has helped to sustain engagement.

Delivery staff working with short-term sentence prisoner participants have found that having a strong, professional relationship with participants, demonstrating understanding and honesty, has worked well with regard to motivating and engaging them. Case Workers and



other delivery staff discussed how treating the participant as an individual, listening to their needs and being honest and realistic about support needed has resulted in better levels of engagement. It was also explained how having provision that is flexible is an asset as it can adapt to the chaotic nature of the cohort. Many commented how positive reinforcement and encouragement is also excellent for boosting motivation and confidence, establishing a rapport with the participant and building a strong, working relationship with them. This, in turn, also demonstrates a genuine care and interest in the participant's welfare, ensuring that they feel that they are being listened to and that their needs are being addressed appropriately. Delivery staff also discussed how participants are encouraged to direct the support themselves, in order that they feel they are not being pressured in to committing to anything and jeopardising engagement. Although this cohort are extremely erratic in their engagement, by adopting this approach to working participants, CFO delivery staff express a wider compassion; showing participants that they are sympathetic and understanding of their welfare and circumstances. The resulting effect is that participants are more responsive and more willing to explore provision.

'Lack of general support' and 'a continuous, holistic service'

Another commonly reported issue with this cohort was in regard to the previous lack of statutory supervision. Respondents explained that the lack of previous community supervision meant that working with short-term sentence prisoner participants was made yet increasingly more difficult. The lack of mandatory supervision meant that, on release, short-term sentence prisoners are essentially returned back in to the situation and circumstances they originally were in when they offended. As a result, as many respondents noted, individuals in this cohort group tend to be frequently in and out of prison and as they receive no statutory support after release, they are stuck in that cycle. The conclusion was that participant engagement has suffered as a consequence of the lack of supervision; that short-term sentence prisoner participants do not engage as well as other offender groups that community are responsible for. More recently, changes under the Transforming Rehabilitation programme now means that short-term sentence prisoners will now receive statutory supervision; these changes are now currently being implemented. However, it has meant that, until this point, CFO provision has been one of few viable resettlement options for short-term sentence prisoners. Delivery staff have, therefore, ensured to maximise the amount of support that short-term sentence prisoner participants can access. CFO delivery staff have strived to offer a complete, holistic service that can address any need that a participant present with; one continuous experience from custody to community for as long as the participant requires.

Delivery staff stated that being able to offer a continuous, holistic support network to short-term sentence prisoners has worked well as it has meant that participants have access to a range of services to address any employability and resettlement barriers as well as numerous opportunities to enter education, training or employment. It was commented how being able to link in and liaise with other organisations, in order to augment the support available to short-term sentence prisoner participants, has been extremely beneficial. The efforts made by CFO Providers and their sub-contractors has meant that a vast network, consisting of various specialist support organisations, has been established; a network that will continue to grow and provide vital help to a wide variety of offenders. Delivery staff described a number of examples where participants have been introduced to outside



organisations to receive specific or specialist support, such as linking in with the Job Centre for help with obtaining financial help. The holistic support service that is initially offered to participants whilst they are in custody also assists in the transition in to community. Delivery staff can work with participants to identify their most pressing needs and arrange the necessary appointments so that they have the best chance of regaining stability once they leave prison. Respondents commented how a continuous, wrap-around service offers the participant the chance to organise their life in small steps; it gives this chaotic cohort a semblance of structure by breaking down their needs in to manageable tasks and then recruiting the help, if necessary, of the relevant organisation to provide the intense support needed. By supplying a consistent, comprehensive support service, CFO delivery staff can address a multitude of resettlement barriers in a timely manner, ensuring that participants can receive specialist support from a range of partner organisations and allowing this chaotic offender group to regain control of their lives.

‘Through-the-Gate’

A method of engaging participants that delivery staff have found to work well is ‘Through-the-Gate’ support or having elements of such in place to support participants during release from prison and the subsequent struggle of re-adjusting to a non-regimented lifestyle. Having a familiar face and a continuous point of contact has meant that participants have a person that they can talk to about anxieties or problems; it facilitates a smoother transition for the participant as they have someone who can meet with them and make arrangements on their behalf. ‘Through-the-Gate’ provision also ensures that support for participants is not broken during the transition; for example, meetings and appointments can be arranged for after the participant is released to allow for the continuation of support and means that there are actions in place to build upon what has already been conducted. Respondents commented on how ‘Through-the-Gate’ has been an extremely valuable resource when engaging with short-term sentence prisoner participants. Some Providers have also utilised mentors in this capacity as they have more freedom to meet with participants or can meet them at the gate if necessary. Delivery staff have had positive results from establishing elements of ‘Through-the-Gate’ provision; it has promoted a sense of familiarity for participants, meaning that the support that is necessary for participants to regain stability in their lives is not disrupted during the transition from custody to community.

‘Time restriction’ and ‘meaningful interventions’

The most commonly discussed lesson learnt from delivery staff who work with short-term sentence prisoners is the sheer limited time frame to work with a participant; which, on the majority of cases, is not long enough to cover all the support that is required. Respondents explained how participants may only have weeks left to serve of their sentence, which restricts the amount of work that can be conducted and therefore not all the resettlement barriers may be addressed or essential support is not or only partially supplied. However, a considerable portion of respondents commented how participants are usually more enthusiastic about engaging with support whilst in prison compared to when they are in the community; meaning it is more preferable to work with them when they are in prison. As a result of the restricted time frame, the support work offered is more short-term orientated, focusing on helping participants with the most immediate needs as well as also supplying the mandatory education, training and employment help. Despite the difficulty, delivery staff have



managed to adapt to the restriction by working closely with participants to develop a defined, detailed action plan for their release and to offer meaningful support within the allotted time frame.

The consensus from delivery staff was that, in order to effectively support short-term sentence prisoners within such a restricted time period, any intervention should be offered with the purpose of preparation for release; developing an action plan that can be started in custody and continue after the participant is released from prison. Any agreed interventions should as meaningful as possible, reflecting the participant's situation, immediate needs and the remaining time. It was suggested that, for those participants who have very short sentences in particular, a pre-release package of support should be developed; so that they can receive some intensive support within that small timeframe. Respondents outlined some of the current methods they use, including using short-term actions as a way to increase motivation and engagement and long-term goals to establish a rapport with the participant. Different delivery staff from each region offered examples of short-term work conducted with participants; actions such as working with a participant to source suitable housing, explaining the financial support that they are entitled to and setting up specialist support if required. Respondents discussed how offering a support service that is flexible, honest and does not apply pressure to the participant has been effective when working with this group; explaining how, from experience, participants have responded well to this approach and it has resulted in increased engagement during custody and sustained engagement after release.

'Extraneous issues'

Many respondents outlined some of the extraneous issues that they have experienced that has hampered delivery of provision to this cohort. Primarily, delivery staff discussed the issue of prison transfers and the subsequent impact it has on the participant. The potential of having a participant being relocated to another establishments was indicated as a significant threat due to the frequent nature of transfers and immediacy of which it could happen. Transfers greatly disrupt the supply of provision to the participant, especially so if the transfer happens quickly; it means that there is little time to prepare any continuation of support in the establishment they are being transferred to. One respondent commented how it can be especially difficult to engage a short-term sentence prisoner participant if they have been transferred from another prison. Though, transfers are one a few external problems that delivery staff have encounter. Other staff described more extraneous issues they had experienced which had negatively affected support. Some of the additional problems faced included conflicts with the prison, clashing of various forms of support and interference by outside agencies. When in the community, participants can be easily influenced by family, friends and associates which changes their priorities; conceivably resulting in the participant being tempted back in to their former lifestyle. Even though these issues have hampered the supply of provision, CFO delivery staff endeavour to ensure that the damage is minimised or mitigated and that a suitable and appropriate solution is provided when a problem occurs; even when the issue is out of their control.

The next set of results are written with the purpose of answering the second research aim: To highlight the associated resettlement needs, how they have been addressed by the Providers and what other additional help is offered to this group – looking at activities carried out and outcomes achieved.



The below table shows the identified resettlement needs of short-term sentence prisoner participants, nationally across the entire CFO programme, compared to that of participants started in the community (excluding the CFO region of Cornwall). Data included both male and female participants across all age groups. The below statistics and all following statistics are accurate as of December 2014. As of December 2014, there have been a total of 9,641 short-term sentence prisoners that have been engaged with on the NOMS CFO programme.

Resettlement Need	Short-term Sentence Prisoners (n = 9,641)			Community Starters (n = 55,661)		
	Has Need	No Need	Percentage with Need	Has Need	No Need	Percentage with Need
Alcohol	2,754	6,887	29%	14,490	41,171	26%
Attitude & Life Skills	7,957	1,684	83%	41,977	13,684	75%
Drugs	3,722	5,919	39%	16,383	39,278	29%
Education	8,519	1,122	88%	48,885	6,776	88%
Employment & Training	9,641	0	100%	55,661	0	100%
Financial Status	3,910	5,731	41%	22,223	33,438	40%
Health	2,824	6,817	29%	15,119	40,452	27%
Housing	3,858	5,783	40%	15,489	40,172	28%
Relationships	2,335	7,306	24%	11,626	44,035	21%

As the above table demonstrates, short-term sentence prisoners have the greater percentage of resettlement needs. The highest resettlement needs are that of Education, Financial Status and Housing as well as the mandatory Employment requirement. It was commented by a number of respondents that this cohort has a seemingly frequent issue with housing in particular. Using Pearson's Chi-Square significance test with Yate's Correction for Continuity it was found that there were significant differences in the majority of resettlement needs; all but Education, Employment & Training and Financial Status. It means that short-term sentence prisoners are more likely to suffer from these resettlement issues. This supports the opinion that short-term sentence prisoners are a challenging cohort with a complex mix of needs requiring intensive and specialist support.

A second analysis, comparing the resettlement needs of short-term sentence prisoners compared to that of over 12 months sentenced prisoners, was also conducted in order to determine whether or not there are any significant differences between these two groups.



Resettlement Need	Short-term Sentence Prisoners (n = 9,641)			Over 12 months Sentenced Prisoners (n = 15,900)		
	Has Need	No Need	Percentage with Need	Has Need	No Need	Percentage with Need
Alcohol	2,754	6,887	29%	3,830	12,070	24%
Attitude & Life Skills	7,957	1,684	83%	13,121	2779	83%
Drugs	3,722	5,919	39%	5,697	10,203	36%
Education	8,519	1,122	88%	14,081	1,819	89%
Employment & Training	9,641	0	100%	15,900	0	100%
Financial Status	3,910	5,731	41%	5,033	10,867	32%
Health	2,824	6,817	29%	3,622	12,278	23%
Housing	3,858	5,783	40%	6,078	9,822	38%
Relationships	2,335	7,306	24%	2,803	13,907	18%

As the table above demonstrates, again short-term sentence prisoners have the greater need requirement for the majority of resettlement issues. Using Pearson's Chi-Square significance test with Yate's Correction for Continuity it was found that there were significant differences for all but three of the resettlement needs; in this instance, Attitude and Life Skills, Employment & Training and Education. Again, short-term sentence prisoners are more likely to present with the remaining resettlement needs further cementing the argument that this is a difficult cohort to work with; respondents claimed that they can be very chaotic and have high need requirement. The following results discuss what support CFO Providers are offering short-term sentence prisoner participants in order to address their resettlement barriers.

'A lack of basic skills'

It was discussed how one of the most prominent barriers for this cohort group was a lack of basic life skills and educational attainment; for example, poor literacy and numeracy skills. A couple of respondents noted that, often they find that short-term sentence prisoner participants did not complete formal school education, either due to dropping out or being expelled; as such, they lack any formal qualifications too which further adds to the difficulty of gaining employment. Comments described that short-term sentence prisoners have limited access to educational opportunities and for those that do acquire it, there is the chance that they will not finish it due to their sentence ending. CFO delivery staff employ a variety of techniques to help participants gain the basic skills that they are lacking. Staff offer one-to-one intensive support for addressing barriers such as a deficit of literacy and numeracy skills. If necessary, they will source introductory courses for participants which can be offered independently, to supplement what participants learn in one-to-one session or in preparation for when participants are released from prison. Delivery staff will also advise participants in basic, everyday life skills; such as, working with a participant so that they understand public transport or that they can understand a map. Some CFO Providers employ the use of mentors for addressing these resettlement needs to as they can also provide the intensive



one-to-one support necessary but can be more flexible in how they work with a participant. CFO Providers and sub-contractors have gained 4,285 outcomes covering a range of skill groups; including education/training (375 outcomes gained), mentoring, life skills, person skills, functional skills and communication skills. For participants, development of these skills show small, yet vital progression which serves to sustain engagement as well as improve their employability and overall welfare. These small steps are the foundation on which CFO delivery staff steadily build upon to effectively support participants whilst they are in prison and then can subsequently be continued after release.

‘A lack of employability’

CFO delivery staff explained that another barrier for short-term sentence prisoners seems to be an inherent lack of employability skills. Respondents commented that participants often have minimal or no previous work history, do not know how to appropriately disclose their offence and struggle to identify their transferable skills. Staff have also found that participants either do not have a C.V., or if they do it is obsolete and they find interview situations difficult. In order to address employability issues, all CFO Providers offer a series of interventions for participants. Respondents provided numerous examples of employability support that participants can access depending on their need. CFO Provider and sub-contractor staff will aid participants in the development of a C.V., assist in identifying suitable job opportunities, help complete applications, conduct mock interviews with feedback and advise in appropriate disclosure techniques. Support is tailored according to what the participants wants as well as requires and delivery can be in a one-to-one or group setting. Over the duration of the programme thus far, Providers and their associated sub-contractors have gained 8,334 outcomes relating to employability aspects. These include both hard outcomes for entering a form of employment and soft outcomes that are the necessary steps forward to employment. The hard outcomes achieved included participants successfully moving in to either full-time, part-time, self or voluntary employment – 444 in total. The soft outcomes achieved covered a range of employability support including disclosure advice, C.V preparation and production, interview skills, job search and employment tasters. CFO Providers supply a comprehensive employability support package to participants which ensures that any and all employment-related needs can be effectively addressed.

‘Motivation and Personal Development’

Another service that CFO Providers and sub-contractors offer is support with motivation and boosting confidence. As motivation among this cohort can fluctuate greatly, CFO delivery staff utilise motivational techniques when working with a participant, to keep them focused on the tasks that they have set themselves. Some CFO Providers even offer dedicated motivational courses that participants can be placed on if they have particularly poor levels. CFO staff will also employ confidence boosting techniques to ensure that participants do not become disaffected as a consequence of the barriers they have. It was discussed how participants will be set small tasks to complete regularly in order to build up their confidence so that they may attempt something more challenging or that requires greater commitment. Delivery staff always assure participants that their offence is not an insurmountable barrier and that there are various options that are still available to them. Confidence and self-esteem building is especially pertinent when working with female offenders as was noted by delivery staff who work with them. The Personal Development aspect is especially crucial as often



female offenders have very low self-worth and confidence which hampers their engagement; the personal development support offered instils self-belief in these women, empowering them to make the changes necessary to better their lives.

4. Conclusion

In conclusion, short-term sentence prisoners are an extremely challenging group to work with for a multitude of reasons. Their seemingly inherent chaotic nature combined with a previous lack of general support has meant that the majority of these individuals have accumulated a comparably long sentence due to frequent re-offending and several instances of imprisonment. Respondents discussed how working with the group can be particularly arduous. When a participant is in custody, they are potentially more likely to engage but due to the short sentence length or the threat of transfers, usually time to work with them is limited. When they are in the community, their motivation can diminish quickly and they can be easily distracted by family and associates. Despite this, CFO Providers have strived to offer a service that can adapt to their chaotic nature and yet still provide them with the vital resettlement support that they require. CFO Providers have developed a vast support network that participants can access to receive support with life skills, improving employability and even specialist provision for issues like addiction. Provision is flexible in order to adapt to the cohort's chaotic tendencies and is directed by the participant so they do not feel pressured in to accepting support if they do not wish it; something that can be detrimental to engagement. Delivery staff are open and honest in their approach to working with participants, offering positive reinforcement to boost motivation and confidence. 'Through-the-Gate' has been emphasised as an invaluable asset that has aided participants during the transition from custody to community, making the process as smooth as possible and ensuring that the support is continuous. CFO Providers have endeavoured to supply a continuous, holistic service to this erratic cohort, offering a defined, viable opportunity of resettlement support where previously there was hardly any. Providers and their associated sub-contractors have done excellently to develop a service that can effectively meet this cohort's varied needs and yet adapt to their chaotic nature.

5. Recommendations

Short-term sentence prisoners are an extremely challenging group to work with for numerous reasons; the main issue being their volatile, inconsistent nature that means their motivation can wane quickly. If a project of this nature was to be conducted again, the following recommendations are made with reference to design and delivery:

- Having an open, honest and friendly approach to working with participants was found to be beneficial in facilitating engagement in participants. Demonstrating genuine interest in their circumstances and welfare meant that participants feel they are being listened to. Provision should also deliver what has been planned between staff and participant to reinforce this.
- Provision should be flexible and able to adapt to the participant's situation as this offender group can be very erratic. Participants should also not be pressured in to support offered; instead they should be given the opportunity to direct it themselves as CFO Providers offer.



- As the length of time working with a participant can potentially be very limited, planned support and actions should be realistic and meaningful within the allotted time. The amount of support offered to should be maximised within the available time as CFO Providers strived for.
- For those participants who are on very short sentences and therefore have very limited time, it was recommended that a pre-release package of support is developed. Having such an option would mean that even those on very short sentences have the opportunity to access help and guidance in preparation for release.
- It was emphasised by delivery staff that 'Through-the-Gate' is crucial to effectively supporting short-term sentence prisoners; ensuring that support from custody to community is consistent and not broken in any way. Similar provision should contain an element of this; whether it be a consistent Case Worker or a mentor who can support them through the process.
- Provision should ideally be a continuous, consistent service as far is possible. It should be holistic, offering access to a range of support networks that can address specialist requirements as well as basic life skills and employability interventions. Breaks in provision jeopardise a participant's motivation, so in respect to transferring from custody to community, the process should be seamless with the necessary arrangements made.



6. Appendices

Appendix A

1. Do you have Short-term Sentence Prisoners (defined as prisoners sentenced to a year or less) on your caseload or have you worked with any as part of the current NOMS CFO programme?
 - Yes
 - No

2. How frequently do you work with this offender group?
 - Very frequently
 - Frequently
 - Infrequently
 - Rarely
 - Hardly at all

3. How are short-term sentence prisoner participants sourced?

4. What experiences have you had working with this offender group? Can you remember any specific examples?

5. What have you found to be the prominent barriers for short-term sentence offenders?

6. What support do you offer short-term sentence prisoners? Do you offer any core work?

7. Have you found anything that works particularly well for this group?

8. Have you encountered any problems specific to this group?

9. What approach do you think works best for short-term sentence prisoners?