

SODEXO JUSTICE

PROBATION
REHABILITATION
**ETHICAL
VALUES**

INVESTING IN COMMUNITIES
**CHANGING LIVES
FOR THE BETTER**

CREATING REHABILITATION
OPPORTUNITIES

PROTECTING
THE PUBLIC

CREATING
OPPORTUNITIES

INVESTING IN COMMUNITIES

REDUCING RE-OFFENDING

INNOVATIVE

APPROACHES

**TRUSTED
PARTNER**

MANAGING
RISK

PRISON

**SOCIAL
VALUE**

ETHICAL VALUES



Sodexo Justice is absolutely committed to going above and beyond to change lives for the better and make a positive difference. We operate five prisons in England and Scotland managing over 5,000 prisoners, of which 800 are women. We also own six community rehabilitation companies (CRCs), supervising more than 20,000 offenders in the community and within prison. We are the only private company to deliver both prison and probation services and the only company with female residents and service users.

We believe that as a business that delivers public services we are signing a social contract, as well as the commercial one, and therefore we must fully commit to a public service ethos. Sodexo Justice only operates custodial services in democratic countries that do not have the death penalty and only where the ultimate goal of imprisonment is rehabilitation. These strongly-held business values and ethics align us with UK government principles of fairness, transparency, accountability and diversity in the delivery of public services. Sodexo is a family managed business which allows us to retain our independence and not compromise on these ethics.

Our key goals in Sodexo Justice are to reduce reoffending and risk of harm and to help safeguard the community whilst changing lives for the better. Giving residents and service users the support they need to help with their transition and the skills to equip them for society is at the heart of our work. We collaborate with many partners across different local areas to assist us in this goal and to help us contribute positively to the communities in which we work, this is fully supported by our partnership principles. We promote our values of decency and respect and deliver a quality of life service reinvesting monies back in to reducing reoffending.

In this document, you will learn more about our work, our partnerships and how we bring social value to everything we do. Sodexo also has a Public Service pledge which includes our commitment to employing ex-offenders.

I hope you feel it provides an interesting insight.

Janine McDowell

CEO Sodexo Justice

**JANINE
MCDOWELL**
CEO Sodexo Justice



SODEXO JUSTICE AIMS TO CHANGES LIVES FOR THE BETTER BY REDUCING REOFFENDING THROUGH OUR:



PEOPLE



COMMUNITIES



SERVICES



PARTNERSHIPS

SODEXO JUSTICE HAS **FIRM ETHICAL PRINCIPLES** BUT, WITHOUT ACTIONS, PRINCIPLES ARE ONLY ASPIRATIONS.



PEOPLE



HMP Northumberland is home to a variety of industries including a tailors' workshop. The workshop building itself used to be an aircraft hangar.

Read the full story

WE SUPPORT RESIDENTS, VICTIMS AND THEIR FAMILIES IN KEY WAYS TO IMPROVE SOCIAL VALUE



We support people to make healthy lifestyle choices and get medical services that help them gain (or maintain) good habits.

Result: people are able to manage stress, violence, their health, and reduce negative behaviour.



We guide people towards being accountable for their actions and help them advance their personal lives responsibly.

Result: individuals develop and practice skills for making appropriate choices.



We encourage people to focus on their future. We motivate people individuals into productive behaviour and to make a contribution to society.

Result: people take responsibility for their actions and their behaviour.

PREPARING FOR LIFE AFTER PRISON

We help people to lead responsible lives – the most effective way to reduce reoffending and positively impact social value.

- **Vocational training** provides residents with employable job skills.
- **Education** from maths and English to degree level qualifications, provides a foundation for getting a job.
- **Creative programmes** enable people to express themselves and develop new life skills through art.
- **Rehabilitation programmes** help residents understand the effects of criminal acts and develop a sense of personal accountability.
- **Housing support programmes** ensure that residents will have a home once they leave prison.
- **Financial skills programmes** establish bank accounts for residents and teach them to manage money.

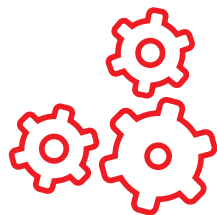


COMMUNITY

Sodexo Justice delivers social value by implementing sustainable, positive behaviour among offenders. We do this through our tailored programmes and support services, and by working in partnership with local communities. We help people when they leave prison and re-enter society and support individuals who are serving their court order in the community.

- **Accommodation** – this service provides support in securing settled accommodation. Research shows having safe and permanent accommodation can play a significant role in helping reduce the risk of someone reoffending.
- **Employment, Training and Education (ETE)** – available for anyone who identifies as having any ETE related need, we provide tailored support to help people find and sustain work, access training and education and improve their career prospects.

- **Finance, Benefit, and Debt** – aims to develop the necessary skills needed to manage finances in a more effective way, looking to build financial resilience longer term.
- **Women's Services** – working with women to help them stop reoffending, providing practical and emotional support whilst addressing the needs identified under the key pathways.
- **Substance Misuse Services** – designed to stimulate discussion and greater understanding of the associated impact of misusing substances such as cannabis, new psychoactive substances and alcohol.
- **Veterans Specific Mentoring** – specialises in providing mentoring for veterans and a wraparound layer of additional support specific to their needs.
- **Domestic Violence** – supporting both perpetrators and victims to change behaviours in order to cultivate safer relationships.



SERVICES



We offer a range of services in:

- Prisons
- Community Justice
- Facilities management
- Healthcare
- Prison Education

> PRISONS

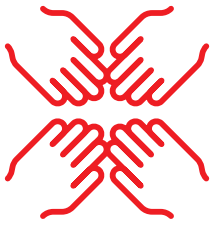
- Rehabilitation services
- Resettlement services
- Security
- Education and skills development
- Vocational training
- Prisoner workshops and industries
- Healthcare
- Safety (health, safety and environmental)
- Case management
- Prisoner and staff catering
- Prisoner escorts
- Wellbeing
- Learning, Skills and Employment
- Supporting VCSEs

> COMMUNITY JUSTICE

- Rehabilitation
- Programmes
- Drugs and alcohol services
- Accommodation services
- Resettlement services
- Employment support and skills development
- Complex needs
- Assessment and support
- Case management
- Sentence compliance and supervision
- Links to community services
- Partnership working with not-for-profit community organisations

> FM SERVICES

- Asset management
- Planned preventative and reactive maintenance
- Energy management
- Safety (health, safety and environmental)
- Cleaning
- Grounds maintenance
- Waste management
- Minor works and projects
- Food services
- Sustainable supply chain management



PARTNERSHIPS

SODEXO JUSTICES' PRINCIPLES FOR ENGAGING, WORKING AND COMMUNICATING WITH THE VOLUNTARY SECTOR



1
Ensure all relationships with voluntary sector partners are constructed through a shared drive to enhance social outcomes.



2
Recognise what all voluntary sector organisations – large and small – have to offer, understand their roles and strategic objectives alongside ours, within our distinctive sectors.



3
Be open and transparent defining resources, expectations and what 'good' looks like.



4
Ensure a clear understanding is developed regarding accountabilities, including the consequences of success and failure against the contract.



5
Ensure we are transparent about how risk is shared between both parties.



6
Actively work together to develop a relationship which promotes shared learning, innovation and opportunities to grow together.

Engagement with our values, shared commitment to our vision, and an ability to bring expertise to help us reduce reoffending are qualities we look for in our third party agencies and charities.

We choose partners who deliver quality of life services and improve outcomes for those in our care and the wider society. It is imperative that our partners share our goal and help us to achieve our aim of changing lives for the better.

Our aim is to prioritise our partnering with staff mutuals, small to medium enterprises (SMEs) and voluntary and community sector organisations in the delivery of public services.

We have developed a set of principles for Working in Partnerships to assist us in how we should engage and communicate with our partners, both current and new.

For us, quality and value are the most important.

HMP Northumberland and Virgin Trains teamed up to transform old uniforms in a pioneering recycling scheme.

Residents working in the onsite textile factory transformed old staff uniforms into warm sleeping bags, clothes and blankets for the homeless.



Read the full story 

FACTS AND FIGURES: COMMUNITY REHABILITATION COMPANIES



We employ more than
1,272 STAFF
across a network of
50 OFFICES

We
WORK WITH
around **24,558**
PEOPLE
in the community

We are
6 of
21

Community Rehabilitation
Companies in
ENGLAND and WALES

On average we manage

991
UNPAID WORK
REQUIREMENTS
passed by the
court each
month



Over the last 12 months
we have managed

12,391

Rehabilitation Activity
Requirements ordered
by the court

We provide resettlement
services in **22 PRISONS**

We provide through-the-gate services to around

4,190 PEOPLE
IN PRISON

at any one time

We have delivered
975,464
HOURS
of **UNPAID WORK**
over the last
financial year

Community
Payback
contributed
£7,849,302
UNPAID WORK
for our local
communities

We supervise

6,762
PEOPLE

undertaking
UNPAID WORK
at any one time

To help change offending
behaviour we have
successfully completed

1,100

ACCREDITED
PROGRAMMES

ordered by the court
in the last 12 months

FACTS AND FIGURES: PRISONS



We employ over
3,000 STAFF
across
5 PRISONS

The only
PRIVATE OPERATOR
in the country
to work with
MALE
and **FEMALE** offenders



We are
SPECIALISTS

in repurposing and recycling **IT**
and **TEXTILES** waste

We house and
provide services
for over
5,000
RESIDENTS
every day

We operate the only



DUAL GENDER PRISON

in England

More than
6,000,000
HOURS

of **PURPOSEFUL**
ACTIVITY
delivered
every year

Over
6,000

ACCREDITED
QUALIFICATIONS
delivered in 2018

15,000

HOT MEALS
served every day

More than
2,500

TONNES OF WASTE
diverted from landfill every year

RESTORATIVE JUSTICE

Restorative Justice is an established and proven way of resolving conflict. All 5 Sodexo prisons are adopting a whole prison approach to Restorative Justice,

We work with external Restorative Justice providers to enable victims, when appropriate, to meet with residents who have committed crimes against them. Residents are held to account by their victims in these meetings, or conferences, and they get the answers they need to move forward. It can also be a positive experience for residents as they have the opportunity to express their remorse which is an essential part of their rehabilitation.

Our prisons also use Restorative Approaches to resolve conflict within the prison. Whether the conflict is between residents or between residents and staff, a trained facilitator can bring parties together to look to resolve the dispute and move forwards.

Using Restorative Approaches (RA) principles promotes:

- A sense of responsibility in offenders for their actions
- Reflection on how these actions affect others
- Respect for others and prison staff
- Re-integration, saving the time and energy needed to keep residents apart who are in conflict

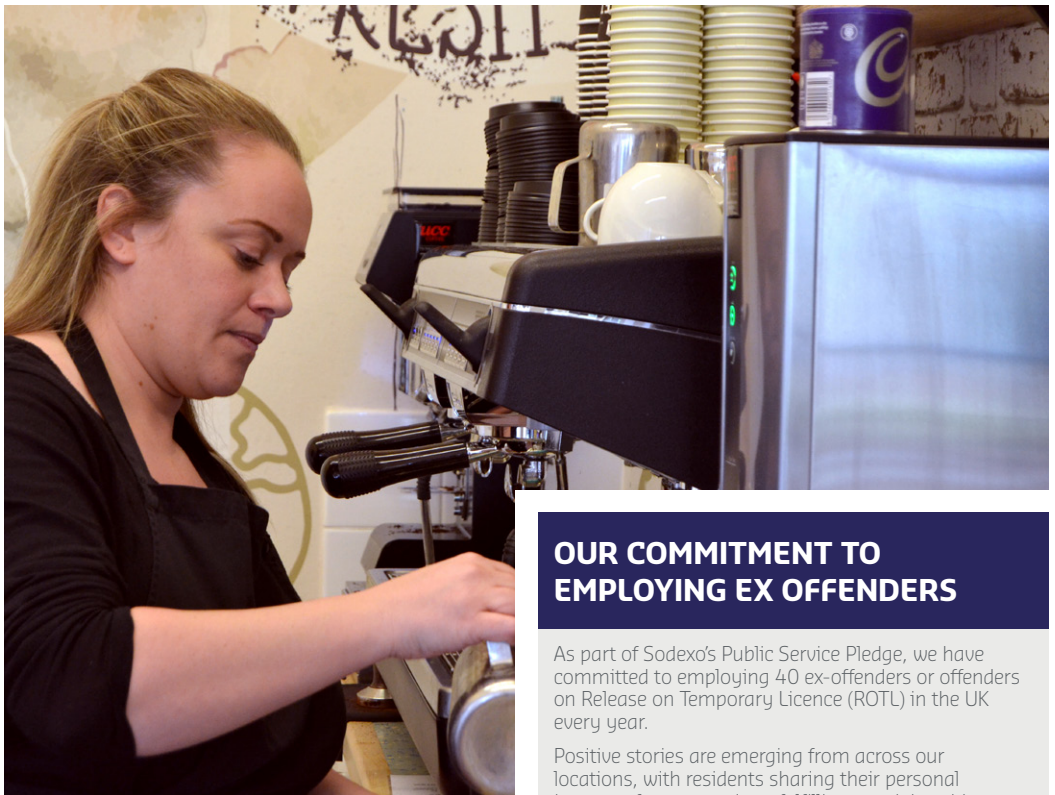
Both staff and residents have been trained as Restorative Justice facilitators.

Over 450 staff and residents have been trained at foundation level and over 100 staff and residents have been trained to practitioner level. Where the opportunity arises staff and residents are trained together. Residents have become highly skilled in facilitating these meetings and, working with staff, can have an impact on resolving conflicts in their living environments before they escalate.

We also hold Restorative Family meetings where residents are helped to resolve issues and concerns they have with their partners and family. Our specialist family teams are trained to deliver the meetings.

Annually we deliver over 8,000 qualifications to learners across four of our prisons. These include English, maths, vocational training, IT, English as a second language and many others. There is a strong focus on English and maths, and all prisons over achieve the 85% success target. HMP Peterborough, HMP Forest Bank and HMP Bronzefield have all been rated Good by Ofsted.





OUR COMMITMENT TO EMPLOYING EX OFFENDERS

As part of Sodexo's Public Service Pledge, we have committed to employing 40 ex-offenders or offenders on Release on Temporary Licence (ROTL) in the UK every year.

Positive stories are emerging from across our locations, with residents sharing their personal journeys from custody to fulfilling new jobs with Sodexo.

Siobhan served her sentence at HMP Bronzefield and made positive connections with Sodexo teams while in custody, that led to an exciting employment opportunity on release.

"From the first day, the Sodexo team at Bronzefield encouraged me to use my time wisely," said Siobhan. "There were so many things to get involved in, work and education. I had studied beauty at college so when I found out there was a salon I successfully applied to work in it. Whilst there I completed my Level 2 Hair qualification, plus a business admin course and English Level 2," adds Siobhan. "The time I spent at Bronzefield helped me find myself again."

"After ten months I was released. It was an exciting time but I was scared. I was keeping in contact with other residents still working in the salon and mentioned to one that I was struggling. She spoke to the salon team who called me about a new coffee shop that was being opened by Sodexo at the prison. They asked me if I was interested in managing it. I started the job in December 2018."

Siobhan has since moved into a new role at a local beauty salon – her dream job! She is using her qualifications and skills that she learnt at HMP Bronzefield. The role at the coffee shop proved to be a great stepping stone for Siobhan, giving her the confidence to go into the career she wanted.

"In June 2018, under Release on Temporary Licence (ROTL), I was given the opportunity to come and work for Sodexo at the London headquarters in Holborn. I travelled in from Bronzefield four days a week to work in the staff restaurant. I was 100% committed and in October 2018, I was offered the full time job. I've now moved up to a deli chef and run my own section. It's such a fantastic opportunity for me and I absolutely love it here."

Gail, former Bronzefield resident.





MAINTAINING POSITIVE FAMILY TIES

Staff at BeNCH, Essex and Norfolk & Suffolk Community Rehabilitation Companies work alongside Ormiston Families to deliver the charity's Who Am I? Programme, aimed at building and maintaining positive family ties.

"The programme modules are designed so service users can see how others perceive them and understand what their role is in the lives of others," said Ormiston Families director of operations Mark Proctor. "It can be intimidating at first as people are actively encouraged to challenge each other. The sessions culminate with the service users putting on a final performance documenting their journeys and reflecting on what they've learnt.

"There are so many advantages of working within the CRCs in this way," says Mark. "But the key result is that it helps to make things completely seamless for the service user, from initial assessment to completion of their order."



Outside Links

"I have been out of jail for nearly a week and I'm still clean. It's because of your support when I got out and my determination. I'm very proud of myself and everything is going well."

How do we support residents when they're released from prison? HMP Peterborough has a special Outside Links initiative.

Read the full story 



Inspire to Change

In South Yorkshire, we are supporting people outside the criminal justice system through our Inspire to Change domestic abuse programme. The programme helps people over the age of 16 to change their behaviours before it escalates into violence.

[Read the full story](#) 



Skill training for release

Residents at HMP Addiewell earned a construction skills certificate as the result of a partnership with the Construction Industry Training Board (CITB).

[Read the full story](#) 

APPRENTICESHIPS DEVELOPED FOR OUR PCOS

Sodexo-run HMP Forest Bank was the first prison in England and Wales to offer all new Prison Custody Officers (PCOs) the opportunity to work towards an apprenticeship. It's one of the ways we're taking a positive lead in recruiting and retaining people who share our commitment to social value and reducing reoffending rates.

The 13-month apprenticeship results in a nationally accredited standard – a Level 3 in Custody and Detention. The Sodexo Justice team at HMP Forest Bank was a 'trail blazer' in its development, working as part of a think tank alongside HMPPS, Serco, G4S and Personal Track Safety (PTS) Training Academy to set the course criteria.

The apprenticeship is designed to equip new PCO recruits with the necessary skills and grounding for a long and successful career in a custodial environment. The course aligns to Sodexo's existing in-house training with oversight from PTS and, ultimately, Ofsted.

It involves a comprehensive programme mixing both classroom and on-the-job training including:

- Developing key worker skills to interact with offenders
- Health, fire and food safety
- Prison Service Orders and Instructions
- Keeping people safe in custody, including working with vulnerable individuals
- Security and counter terrorism awareness
- Better awareness and understanding of departments around the prison, and how officers work with them to best enable rehabilitation
- Personal protection, control and restraint to keep staff, visitors and residents safe.

These elements form part of a structured 10-week training programme which is then followed by monthly reviews and assessments leading up to the accreditation after 13 months.

- *Apprenticeships are now running at other Sodexo-run prisons.*



Interested in a career that offers challenging and rewarding roles and the opportunity to make a positive contribution to reducing reoffending?

Search sodexojobs.co.uk

Want to know more about our services and commitment to changing lives for the better?

Go to uk.sodexo.com

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