

Mosaic Ex-offender Mentoring Programme

Mentor Handbook



Prince's Trust

Mosaic

The Power of Positive Thinking

Mosaic's Ex-offender Mentoring Programme

The aim of the Mosaic Ex-Offender Mentoring Programme is to support prisoners during the difficult transition from prison back into mainstream society. This Handbook aims to provide mentors with useful information about working one-to-one with this client group. This includes working in prisons, information about the criminal justice system and how to support offenders once released.

Headline partners

The Prince's Trust would like to thank the AlFaisal Without Borders Foundation for its generous support of this programme



Other partners

We are very grateful also for the additional support of the Mitie Foundation.

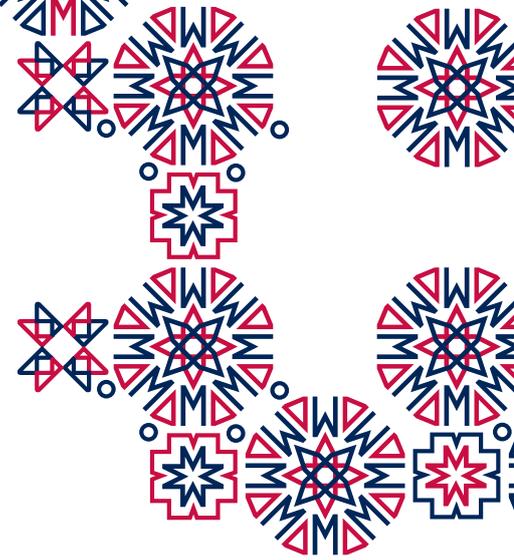


SUPPORTING PROGRAMMES LIKE MOSAIC'S MENTORING OF OFFENDERS IS VITAL. POLICY ALONE WILL NOT SUCCEED AND THE MORE WE CAN CREATE AN ENVIRONMENT OF SUPPORT FOR THOSE SEEKING TO BUILD NEW, POSITIVE LIVES THE BETTER.

JULIET LYON CBE, DIRECTOR, PRISON REFORM TRUST



Contents



- 2 Welcome**
- 3 Mosaic, an initiative of The Prince's Trust**
- 4 How to use this Handbook**
- 5 Overview: What is Mosaic's Ex-offender Programme?**
 - Programme outline*
 - Process of becoming a mentor*
- 7 Being a mentor: Mentoring on the programme**
 - What is a mentor?*
 - Your role*
 - Mentor attributes*
- 9 The mentoring relationship: Stages, environments and questions**
 - Stages of the mentoring relationship*
 - Mentoring in custody and in the community*
 - Relationship boundaries and safe working practices*
- 16 Further Support: Signposting and useful organisations**
- 20 Appendix I Issues facing ex-offenders**
- 22 Appendix II Introduction to the Criminal Justice System**
 - Criminal trial process**
 - Appeal routes**
 - Her Majesty's Court Service**
 - Prisons**
 - The Crown Prosecution Service**
 - National Probation Service**
 - Rehabilitation of Offenders Act 1974**
- 27 Appendix III About my prison**
- 28 Appendix IV Action planning template**
- 29 Appendix V Mentor support sessions**
- 30 Appendix VI Mentor / Mentee agreement**
- 31 Appendix VII Session summary**
- 32 Appendix VIII Frequently Asked Questions**
- 34 Appendix IX Glossary of prison terms**

Welcome

Dear Mentor, welcome to Mosaic and The Prince's Trust

Thank you for choosing to volunteer your time with us. Whether you have mentored with us previously or are new to us, we are confident that your participation in this programme will be educational, challenging and rewarding.

This programme, perhaps more than any other from the range of Mosaic mentoring programmes at The Prince's Trust, requires patience, resilience and dedication. The work is not easy but you will be supported by The Prince's Trust during every step of your journey.

It has been an exciting period since Mosaic moved home to The Prince's Trust, where we continue to review and develop how best to serve our targeted disadvantaged communities. For this programme, we are delighted to have developed complementary activities in collaboration with the private sector in order to boost ex-offender employment levels.

Whilst the programme is undoubtedly a challenging one for mentors, your support will be greatly valued not just by The Prince's Trust but also by your mentee. Ousama Rhanmia, a recent beneficiary of the programme, spoke to a room full of business leaders about the programme, and said: "I was more than happy to participate in this event after the support I was shown by Mosaic. The mentoring programme has helped me massively and I can't thank Mosaic or my mentor enough. When I was in prison, the programme really appealed to me as I felt it was designed to fit my own criteria and it gave me the motivation to apply myself and take all the opportunities available to me whilst serving my sentence."

As a volunteer mentor on this programme, you will be a positive role model to your mentee and will help them to increase their confidence, self-efficacy and their employability. You will encourage them to believe in themselves and their ability to lead a responsible crime-free life. You will work in partnership with other organisations involved in the care of your mentee, such as probation or housing providers.

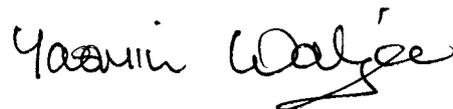
And while the focus of this programme, like all our programmes, is on our young people, this programme will develop your communication and confidence and will afford you a very unique opportunity to make a valuable contribution to society. You can make a direct impact on a young person by helping them to turn their lives around.

We are sure you will find your experience rewarding and we thank you for choosing to give your time to Mosaic and The Prince's Trust in this very worthwhile way.

Best wishes,



Shabir Randeree CBE
Chairman, Mosaic Advisory Board
Trustee, The Prince's Trust



Yasmin Waljee OBE
Vice-Chairman, Mosaic Advisory Board

Mosaic, an initiative of The Prince's Trust

Founded in 2007 by HRH The Prince of Wales, Mosaic focuses on connecting young people from hard-to-reach disadvantaged communities to relatable role models, to help increase their confidence and improve their chances of fulfilling their potential. In a context of promoting social integration and cohesion, Mosaic seeks to improve young people's resilience and facilitate the creation of a new generation of role models.



Mosaic's work to date has taken the form of a range of mentoring programmes, where, with the help of volunteer mentors acting as role models and delivering structured mentoring programmes, Mosaic sought to bridge a well-documented aspirations-attainment

gap. By linking young people with inspirational role models in this way, it has been proven to boost their confidence, self-efficacy and long-term employability.

The Mosaic Ex-Offender programme has received Government recognition through supporting the Lammy Review into the disproportionality of Black, Asian, Minority, Ethnic groups (BAME) within the Criminal Justice System.

David Lammy MP recognised the Mosaic Ex-Offender programme as "a well-received initiative" with "participants value(ing) the opportunities it offers to improve the wellbeing and aspirations of Muslim offenders and ex-offenders. Mosaic's prison work has also been featured in the Prison Officer's Gatelodge magazine "Transforming job prospects for Ex-Offenders" (Feb 2017).

In the academic year 2016/17, Mosaic mentoring programmes directly supported 7,994 young people in 253 schools and prisons, supported by 1,409 volunteer mentors. 80% of UK beneficiaries were drawn from the 20% most deprived areas of the country. The programmes were delivered in the following regions: London, South East, West Midlands, North West, Yorkshire and Scotland.

Mosaic has previously received the Prime Minister's Big Society Award, and in January 2016, announcing the UK Government's renewed efforts in tackling poverty, the Prime Minister took inspiration from the impressive results achieved by Mosaic and other organisations in using mentors from the business community to inspire and support young people in areas of deprivation.



UNLOCKING THE TALENT AND REALISING THE FULL POTENTIAL OF EVERY YOUNG PERSON, WHATEVER THEIR BACKGROUND OR CIRCUMSTANCES, IS A CAUSE CLOSE TO MY HEART. IT GIVES ME GREAT JOY TO SEE THE SENSE OF SELF-WORTH AND BELONGING MOSAIC PROVIDES BY EXTENDING THAT MUCH-NEEDED HELPING HAND TO THOSE OF OUR DIVERSE COMMUNITIES WHO NEED IT MOST

HRH THE PRINCE OF WALES, FOUNDER OF MOSAIC

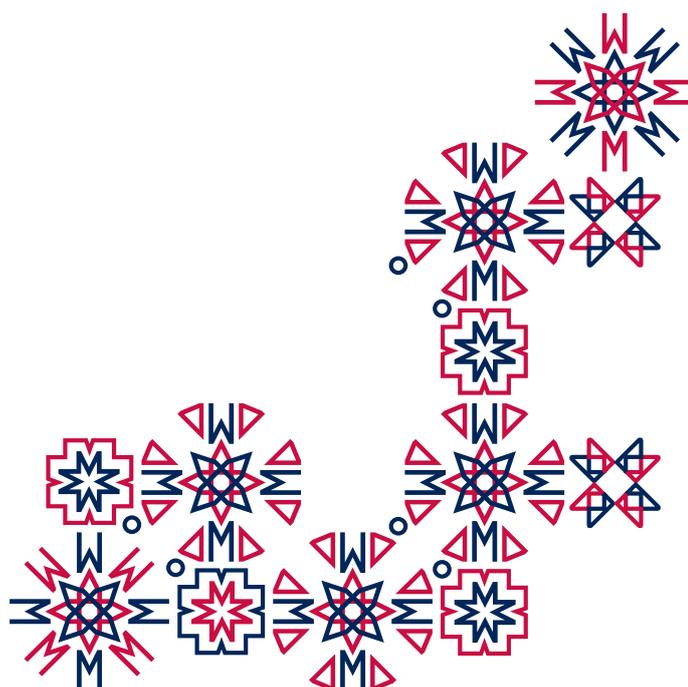
How to use this Handbook

The nature of this programme and the complexity of working with this client group means that this handbook contains a lot of information, including:

- Information on issues facing people with convictions
- Guidance on supporting mentees
- Action planning resources for mentors to use with their mentee
- Details of specialist organisations to which you can refer your mentee

This handbook has been designed to include all relevant information. You may wish to read the whole thing or go straight to the sections that are of immediate concern to you and your mentee. You will need to use some of the information immediately, while other information will be needed later on; some information may not be relevant to your particular relationship at all.

Given the one-to-one nature of this programme, as well as the ever-changing criminal justice system landscape, mentors on this programme need to be proactive. Policy and procedures change quickly and mentors should use the information contained within these pages as a guide from which to seek further, more detailed information. The Prince's Trust will always be on hand to support mentor research and to connect you with other mentors/ organisations that may be able to help.



Overview: What is Mosaic's Ex-offender Programme?

Programme Outline

The Mosaic Ex-Offender Mentoring Programme connects mentors from different professions to prisons across the UK, working with them to provide focused support and mentoring opportunities to offenders aged 18 to 30 years old approaching the end of their custodial sentence. The programme offers a one-to-one mentoring relationship which lasts for 12/18 months, with mentors committing between one and two hours a month during that period both in the prison and subsequently in the community. The programme's focus is on the Muslim prison population but, as with all Mosaic programmes, is open to all. The programme was born out of an initial partnership between Mosaic and the Muslim Youth Helpline.

Why ex-offenders?

The offender population in England and Wales has been rising steadily and currently stands at over 84,000 offenders in prison. **46% of adults are reconvicted within one year of release.** For those serving sentences of less than 12 months this increases to 60%. Over two-thirds (68%) of under 18 year olds are reconvicted within a year of release. Mentoring is not a panacea for re-offending but evidence indicates that:

- Learning and skills development is among the strategies that effectively enable reintegration into work, community and family life;
- Where those leaving prison are able to gain stable employment, or training with secured employment, the likelihood of their re-offending is reduced by up to two thirds

One-to-one mentoring to encourage these areas of development and support prison leavers through periods of difficulty can play a vital role in enabling individuals to break the damaging cycle of offending behaviour. This is particularly the case where an individual has few other positive influences in their life.

Why focus on Muslims?

The number of Muslim prisoners has more than doubled over the past 13 years. In 2002 there were 5,502 Muslims in prison, by 2016 this had risen to 12,543. They now account for 15% of the prison population.

There is also growing evidence of the particularly acute difficulties faced by Muslim prisoners returning to mainstream society, such as the stigma that often attaches to them and their families. This leaves them vulnerable to negative influences. Having been presented with clear evidence of need, Mosaic established its Ex-offender Mentoring Programme to support 18-30 year-old Muslim (and other)

offenders approaching the end of their custodial sentence. Our aim is to provide a trained mentor to support the difficult transition from custody back into the community. The programme is delivered in London and the South East, the West Midlands, the North West and Yorkshire.

How we assess impact

Across all Mosaic programmes we are concerned with improving young people's confidence, self-efficacy and employability. Mentees fill in pre and post mentoring questionnaires which measure the impact mentoring has had on these areas. On this programme, we are additionally concerned with reducing the likelihood of a person committing further offences. On this point, success is measured by an individual having not being reconvicted within 12 months of release from prison.

Typical process to becoming a mentor

Please note that undertaking training with The Prince's Trust does not automatically qualify you to mentor on the programme. Our training forms part of a two-way selection process which also allows you to make an informed decision about whether the programme is right for you.

Following training, you will be written to with either a formal invitation to join the programme, or a request to consider a different Mosaic programme. If you are not successful in obtaining a place, The Prince's Trust will follow up that letter with a phone call to talk you through our decision. If you are successful, the letter will outline the next steps and provide an estimated timeline for them. Typically, you will:

- Be sent a security form which needs to be completed and returned to the prison, in person, **within two weeks**
- Be asked to attend a visit to your assigned prison in order to meet key staff and be given a brief tour of the establishment (in most cases this will be done as part of the visit for returning security paperwork)
- Once your security clearance comes back, you will need to undertake a security awareness training session at the prison you've been assigned to. These typically run once a week (lasting between 1 and 3 hours) and need to be completed **within four weeks** of your security clearance coming back
- Once you have completed your security awareness training, the next step will be for the prison to identify a mentee for you

The above is a general summary of the process you will undertake between training and being matched with a mentee. Each prison has a slightly different approach to receiving volunteers and you should discuss the exact process for your particular prison with your Prince's Trust contact.

Please be aware that it can take up to five months post training for you to begin mentoring. **This time can be reduced if mentors complete their commitments as quickly as possible.**

Being a mentor: Mentoring on the programme

Being a mentor on this programme requires a unique blend of skills to support your mentee including mentoring, facilitation and coaching. The handbook 'How to be a Mosaic Mentor' will equip you with some of the tools and techniques to help you mentor effectively on this programme.

What is a mentor?

Given the one-to-one nature of this programme, a mentor may be described as something akin to a 'professional friend'. As a mentor you will be a listener, a positive role model, a guide and, at times, a critic. We use the description 'professional friend' to recognise that mentors are not friends in the traditional sense and whilst friendship may develop, your primary role is to be a person who can steer the mentee towards a life that does not include offending.

A mentor **SHOULD** be:



- A caring guide
- An intent listener
- A good example
- A coach
- A critical friend

A mentor **SHOULD NOT** be



- A saviour
- A provider
- An instructor
- A psychologist
- Dictatorial

Your role

- Mentoring begins 3-6 months before a prisoner is due for release and is expected to continue for a similar period post-release
- Most relationships will not exceed one year. A small number will continue up to 18 months
- Mentors start by visiting their mentee in prison in order to build rapport, gain a better understanding of his/her needs and help them to prepare for release

- The specific work you do with your mentee will vary from one relationship to another but will always include the provision of practical and emotional support. This will range from helping your mentee to research suitable accommodation options, to simply being a sounding board for their frustrations

Mentors should be clear about their role on the programme. You are not there to 'do things' for your mentee but rather, to empower them to do things for themselves. You are not there to tell your mentee what they should be doing but rather, to steer them towards positive outcomes through guidance and consideration of the issues affecting them.

Mentors are expected to:

- Commit to the programme for 1 year (please bear in mind that it may take some months after training before mentoring begins)
- Commit to meeting your mentee once a month at the very least – once a fortnight is preferable and is expected as your mentee is approaching release
- Meet your mentee at the gate on the day of release, ensuring that those first few hours are spent productively. This won't always be necessary as sometimes mentees prefer to be met by family. Occasionally, release comes at relatively short notice, which makes planning a meeting on the gate difficult. Generally, mentors will be given good notice and will need to plan to be there on the day

- Proactively instigate contact and be aware of developments regarding your mentee
- Fill in session summaries and return these to your Prince's Trust contact within 48hrs of each meeting
- Attend periodic mentor support meetings to share best practice with other mentors

You must be realistic about the time you can commit to being a mentor. Whilst we ask for a minimum of one meeting a month (preferably two), you will have limited impact if you offer only the minimum. Additionally, you may need to make yourself available to your mentee outside of prescribed meeting times. This may be over the telephone or face to face (maybe to attend a probation interview or to help prepare for a job interview). **Flexibility on this programme is crucial.**

Mentor attributes

In order to fulfil the role described above, mentors will need to consistently demonstrate the following attributes:

- A positive, non-judgemental and patient attitude towards people with convictions
- A desire to help in the educational and personal development of your mentee
- Openness and approachability, with a willingness to share appropriate experiences
- An appreciation of the issues faced by people with convictions
- A desire to commit the required amount of time to the mentoring relationship

In return, mentors can expect from us:

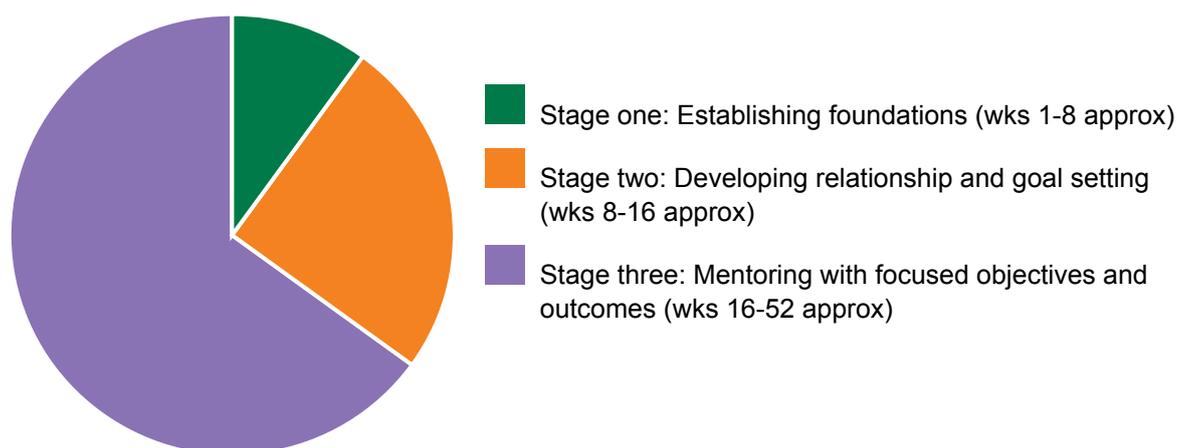
- Comprehensive training about being a mentor
- **How to be a Mosaic Mentor Resource Pack**, providing you with a tool-kit of mentoring skills
- This programme specific handbook
- Access to the Mentor Resource area of our website
- A free DBS/HMPS security check
- Preparation before meeting your mentee, as well as ongoing support
- Co-ordination with relevant prison staff and external agencies
- Opportunities to meet other mentors to share best practice
- A varied calendar of networking, thank-you and celebration events throughout the year
- The opportunity to be entered into the Mosaic **Hero of the Month** awards, winners of which go forward to the **Princess Badiya, Mentor of the Year Award**



The Mentoring Relationship: Stages, environments and questions

Stages of the mentoring relationship

Each mentoring relationship will go through a number of stages. The length of time spent in each stage will differ from one relationship to another. The following information is designed to raise your awareness and add clarity to yours and your mentee's understanding of what should be happening now and what will happen next.



Stage One – Establishing the foundations

The beginning of the relationship is influenced by the fact that it takes place within a custodial setting; best practice dictates that matches take place 3-6 mths prior to a mentee's release. This timeframe should allow a mentor and mentee to build a relationship, increasing the likelihood of the relationship's sustainability post-release. The beginning of the relationship will therefore focus on getting to know each other, building trust and identifying goals and actions relating to the mentee's resettlement needs. Stage one should last for up to 2 months, approximately.

First meeting

It is natural for individuals to have inhibitions when starting any new relationship and this is likely to be the case for both you and your mentee. To counter this, your first meeting should be used to:

- Set the tone of the relationship and establish expectations and boundaries
- Develop rapport

First meetings should be 'light-touch' getting-to-know-you sessions. You should be positive and seek to establish common ground from which to develop rapport. Mentees should also be encouraged to focus on positive outcomes, i.e. what can realistically be achieved, rather than what can't. Mentees may have already identified issues relating to their resettlement needs that they may wish to discuss further. If this is the case, you can begin to look at strategies for dealing with these in preparation for release.

Stage one summary

Objectives: Establishing foundations and building rapport

Duration: Stage lasts **up to 2 months**

Sessions should ideally take place fortnightly and last for **60-90 minutes**

Points to note:

- Be yourself
- The first session will act as a getting to know you session. **A key point to note is that it is considered 'bad form' to ask your mentee about their offence.** Speak with The Prince's Trust if you would like additional information
- The first half of the first session is likely to be facilitated by a member of prison staff or your Prince's Trust contact so take advantage of this to set expectations and boundaries. The second half of the session should focus on things you might have in common
- Be aware of your respective communication styles. Are you being understood? Do you understand your mentee?
- Assure your mentee that you are dependable and will be seeing him/her on a regular basis. Let them know that you are volunteering your time to see them and be clear about why you are doing this. It is sometimes necessary to emphasise that nobody is paying you to be there and you expect a level of commitment from them which matches your own
- Don't make promises you can't (or probably won't be able to) keep
- Be non-judgmental as far as possible and maintain composure even if your mentee initially acts or speaks in a manner that shocks you. In the early stages, your mentee may try to test your limits
- Talking about faith is fine but be very clear that you are **not** there to provide religious guidance. The chaplaincy team will be able to do this for your mentee
- Use positive reinforcement as much as possible e.g. "I've enjoyed getting to know you" or "I'm looking forward to seeing you next week." Be sincere and don't say anything you don't mean
- Ask open questions that cannot simply be answered with a 'yes' or 'no'
- Help your mentee to understand the value of goal setting. Get him/her to think about a short-term goal they would like to realise - the **GROW** coaching model in **How to be a Mosaic Mentor** will be useful for this
- Supplement your visits with letter/email contact. This can send a powerful message to your mentee that they are in your thoughts. It also helps with consolidating any goal setting/action planning previously discussed and gives your mentee something to focus on between meetings. The Prince's Trust can act as an intermediary to receive letters so that you are not giving out your personal address. Please discuss this with your Prince's Trust contact
- **Endeavour to end every session on a positive note**

Stage Two – Developing the relationship and goal setting

The middle stage of the mentoring relationship should be used to review achievements so far and to plan for the next stage. In a small number of cases, mentees may have returned to the community by this

point and their needs may well have changed since the beginning of the relationship. It will be important for both mentor and mentee to identify what they feel they both have gained from the relationship so far and to acknowledge successes and failures. *Stage two should last for up to 2 months, approximately.*

Stage two summary

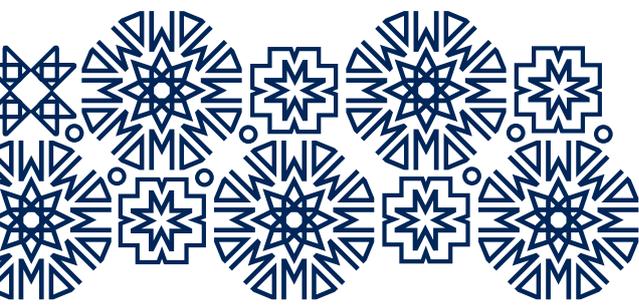
Objectives: Developing the relationship with a focus on short and long term goal setting

Duration: Stage lasts **up to 2 months**

Sessions should ideally take place fortnightly and last for **60-90 minutes**

Points to note:

- Your mentee's goals must be their own, not the goals you would set. You should aim to steer the mentee towards positive outcomes but it is for the mentee to decide what those outcomes are
- Your mentee may need to be pushed through the different stages and you should not feel uncomfortable about challenging him/her and taking them out of their comfort zone
- At all stages of the mentoring relationship, it is important not to skip sessions. Mentoring relationships benefit from regular contact over a defined period. When mentoring individuals within the prison system it is even more important that meetings are kept. You will be dealing with people who may have (or certainly feel that they have) been failed by official agencies in the past. **Missing meetings will erode trust and is likely to result in the breakdown of the relationship.** If you become aware that you will be unable to attend a session, please let the prison and The Prince's Trust know as far in advance as possible. It is also good to follow-up with a short note or text (depending on the phase of mentoring) to apologise and reassure your mentee that you will be there for the next session
- It is useful to begin planning your community mentoring sessions in advance of your mentee's release. Think about what they will look like, where they might take place and what the objectives for those sessions will be
- Establish as much structure as possible to your sessions in terms of frequency, location, timing and content. Mentees on this programme often lead chaotic lives and consistency in meetings will improve the experience for both of you
- Occasionally, community mentoring sessions prove difficult for mentors as their mentees appear to show less interest than they did whilst in custody. In this instance it is important for mentors to be firm with their mentees and to reiterate that they are giving up their time voluntarily and that it should not be taken for granted. **Regular, frequent contact during the custodial phase of mentoring often mitigates against this issue.**



Stage Three – Mentoring with focused objectives and outcomes

This third stage of the relationship should be seen as the stage during which most happens. Some of the goals which were made should be realised during this

period (or certainly attempted) and celebrated. This stage will also be where planning for the end of the relationship takes place. *Stage three should last for up to 8 months, approximately.*

Stage three summary

Objectives: To focus on specific steps that will aid your mentee to move away from future offending

Duration: Stage lasts **up to 8 months**

Sessions should ideally take place fortnightly and last for **60-90 minutes**

Points to note:

- This stage requires a great deal of patience as mentees readjust to a life out of prison. Lots of things may have changed or be new to your mentee. Similarly, going from a highly controlled environment to one where your mentee is expected to think for themselves may be difficult. Discuss with your mentee how they are feeling and have realistic expectations of what they may be capable of
- Realising specific positive outcomes may prove challenging. It may be that you need to have conversations with others working with your mentee, such as a probation officer, in order to ensure a joined up approach in providing care for your mentee
- Take time to recognise what you've been through and achieved together and think about how different accomplishments might be rewarded. You may give your mentor a small card of congratulations perhaps
- Keep discussing goals – both the achievement of them and the formation of new ones (see appendix IV on action planning and goal setting)
- With around 2-3 months left of the relationship, consider and discuss the conclusion of it (look at the Clean Language model in **How to be a Mosaic Mentor** for help with this). Also discuss with your Prince's Trust contact.

Ongoing relationship or closure?

The Prince's Trust intends for relationships to run for one year – we will formally close mentoring relationships after this period. Where relationships continue after they have been formally ended, these arrangements are undertaken purely

between mentor and mentee. The Prince's Trust cannot support or supervise this arrangement.

In some rare cases, a pairing may feel that the mentee would benefit from a further period of formal working time together. This should be discussed with your Prince's Trust contact as far in advance of

the 12month point as possible. If the relationship is to end, this needs to be managed in a way which offers opportunity for reflection, evaluation and recognition of positive outcomes. If it is to continue, discussions around what is to be done and what expectations are held need to be established between mentor, mentee and The Prince's Trust.

Mentoring: Custody & community

Alongside the different stages of the relationship, there are practical issues to consider arising from the different environments the mentoring takes place within i.e. prison and the community. Broadly speaking, ease of access and the range of activities able to be undertaken are of primary concern.

Below are some common occurrences in programmes of this nature which can occur in custody and in the community. This list is not exhaustive and it is expected that mentors communicate regularly with us in order to prevent any issue from escalating into something more serious.

During custodial mentoring

My mentee doesn't seem to be engaging with the relationship

It is sometimes the case that mentees will be slightly suspicious of the motives of this new person coming to see them and it may take some time for them to open up. It is worth being honest about your motivations for wanting to volunteer in this way.

It may also be the case that your feelings regarding a mentee's lack of engagement is more to do with your expectations of how he/she ought to be behaving. Remember that you and your mentee may come from very different backgrounds and will almost certainly have had vastly different experiences; what is usual for you may look very different from what your mentee is used to.

My mentee and I are not getting on

The Prince's Trust will have worked hard with prisons at the outset to match individuals who we believe will benefit from being paired together. Therefore, as far as possible, we will seek to continue with those matches. New pairings will only be sought as a last resort. Please refer to the How to be a Mosaic Mentor handbook for useful tips on different communication models and think about whether an alternative approach might benefit the relationship.

My mentee wants me to get involved in his/her legal case

The guidance here depends on the nature of what you are being asked to do. If your mentee is asking that you make representations on his/her behalf, 'The Prince's Trust advises that you decline this request, explaining that it is against Prince's Trust Policies for you to do so. Whether you are legally qualified or not, this is an area that is beyond the scope of the mentoring relationship.

If you are being asked to find out information from a particular agency or organisation, or if you are being asked to provide emotional support at court, this is something that you may take a view on. These things are certainly within the scope of the mentoring relationship and could serve to strengthen the relationship. It will be for you to decide whether these are things you are comfortable with.

My mentee wants me to contact his/her family

This is something mentors should be very careful of and should speak with Prince's Trust contact about at the earliest opportunity. In most cases a request to contact family will be completely innocent and may be something identified as likely to decrease the likelihood of your mentee re-offending. However, in a small number of cases, contacting family may be a way of passing on coded messages about something related to your mentee's offence or prison activities. Speak with your Prince's Trust contact once this request has been made of you and we will liaise with the prison to ensure it is safe to do.

During community mentoring

My mentee misses meetings

Upon release from custody, mentees often feel a new found sense of freedom. They may feel they no longer need to continue with courses or other activities they participated in whilst in custody. Where a mentee is clearly not committed to the programme they will be taken off it – it is a waste of everybody's time if one party is not committed. However, the mentees who join the programme typically lead quite chaotic lives which frequently result in them being late for appointments or missing them entirely. The nature of the client group means that Prince's Trust needs to have some flexibility in the way we work and ask that mentors are patient when set-backs occur, as frustrating as they may be.

Please let your Prince's Trust contact know if your mentee is frequently missing meetings and we will agree actions to achieve the best outcome. As a guide, mentees who miss three meetings in a row will be given a warning about their conduct but much depends on whether there has been phone/text/email contact between meetings.

My mentee does not maintain contact

As with the point above, flexibility is required here. A complete lack of contact is often a sign that the mentee is not engaged, and having spoken with them, if their behavior continues they will be taken off the

programme. However, there may be other reasons for a mentee's silence – lack of mobile phone credit is a common one. This issue is one which requires exploration before action is taken.

My mentee arrives at meetings with his/her friends

As a general rule this isn't appropriate and isn't allowed as it often disrupts the meeting in a negative way. You and your mentee have entered a one-to-one relationship and meetings should remain between the two of you. As your relationship develops however, there may be instances where a partner, sibling or other close family

member may wish to be involved in a meeting. Where this is the case your mentee should discuss this with you well in advance and you in turn should make your Prince's Trust contact aware that this has been agreed.

A friend of mine also mentors on the programme. Can we do a joint session with our mentees?

This is discouraged. Your mentee probably doesn't know your friend or their mentee. Given that sessions are supposed to be private and can potentially touch on difficult themes, a joint session with another mentor is likely to be inappropriate.

Relationship boundaries and safe working practices

All relationships have rules about what is and isn't permitted. Some of these are legal and will result in sanction if breached. Others are social and can be religiously or culturally motivated. All of these rules can be subtle and/or unknown.

Setting boundaries

The setting and maintenance of appropriate boundaries is crucial to the success of the mentoring relationship. Mentors should approach the topic of boundaries at an early stage - ideally during the first meeting. Be clear about your vision of what is required for the relationship to be successful.

Aim to reach agreement about the following and more:

- General rules around politeness (punctuality, language etc)
- Communication between meetings (when, how, how long for)

- Areas that are off limits for conversation (job, family, offences)
- Commitment and task completion i.e. if one party says they'll do something, they actually do it
- Physical/touch boundaries (please note that Prince's Trust discourages any level of physical contact beyond shaking hands)

Look at the list below and think about what your position is with regards to each scenario. Why do you take that stance? Might your position change over time? How would you explain this to your mentee?

Is it OK or not OK to:

- Give your mentee your home phone number?
- Tell rude jokes to your mentee?
- Invite your mentee to a family wedding?
- Meet your mentee with some of their friends/family?

- Give your mentee a gift on his/her birthday?
- Take your mentee out in your car?
- Fill in an application form for your mentee?
- Buy your mentee some food?
- Not turn up for a meeting because you are experiencing family difficulties?
- Allow your mentee to stay the night?
- Lend your mentee some money?
- Buy your mentee a cup of tea during your mentoring session?

Even once you've discussed a set of boundaries, you'll find that things get forgotten, misinterpreted or even ignored (new issues will also arise). In these instances you should patiently but firmly remind your mentee of your agreement, or if the issue wasn't clarified, your preferred position. If your mentee continues to push the boundaries you will

need to make him/her aware that if it continues you will not be able to continue the relationship.

If you are having difficulty setting boundaries, please see the Caring Confrontations section of the How to be a Mosaic Mentor handbook, which provides a framework for having difficult conversations. If you are still having difficulty, please speak with your Prince's Trust contact who will be able to suggest ways in which to broach the subject. In any case, please remember that your mentee will appreciate having some rules in place as it helps him/her to know what is expected of them, as well as what they can expect from you.

Safe Working Practices

When Prince's Trust talk about safe-working in the context of this programme, we are talking about the best practice guidance that means you are able to carry out your role effectively without endangering yourself or others. Whilst this shouldn't be an area which concerns you unduly, mentors must be aware of their safety in different environments.

In custody

The issue of safe-working in a custodial setting really only extends as far as being aware of your surroundings and what is taking place around you. The prison setting is geared towards the maintenance of security and volunteers will simply slot into this. All mentors on this programme undertake a security awareness training session when they are matched with a prison, and this guides you through the particular security procedures for your establishment. Exact content varies between establishments but will always cover typical regime, security for that establishment and the correct process for reporting incidents.

All mentors can rely on the fact that whichever prison they work in, there will always be at least one member of staff in their vicinity who will be overseeing the security of that area. All meetings are held in a space which allows for private conversations but which can be easily seen by officers should the need for their intervention arise. Similarly, all areas are fitted with panic alarms which, when pressed, summon officers to the area. Volunteers are given guidance about the sorts of situations in which these ought to be used.

Please note that all mentees on the programme have been thoroughly risk-assessed by the prison and have been deemed not to pose a risk to themselves or others.

In the community

Once mentoring moves from the prison setting to the community, the issue of safe-working becomes more relevant as meetings do not have the same security structure around them.

In this context, mentors need to be particularly aware of when and where their meetings are taking place. Is the meeting scheduled or unscheduled? Is Prince's Trust aware of the meeting? Is anybody else?

The following is some general guidance surrounding safe lone working. The information is not exhaustive and mentors are urged to use common sense and err on the side of caution when in doubt.

Best practice guidelines

→ Make sure your Prince's Trust contact, as well as a friend/colleague knows when and where you are meeting your mentee. The Suzy Lamplugh trust recommends that anyone who works alone sets up a "buddy

system" where you contact someone before every meeting with an itinerary of who you will be meeting and at what times. For more details and advice on lone working please look at www.suzylamplugh.org

- Always keep your mobile phone switched on during your community sessions
- Always meet your mentee in a public place and never at your home or place of work
- Do not give out your home address or telephone number
- Be aware of the amount of information you give about yourself and your family and friends (on this, also think about what your social media tells about you)
- Until you have been seeing your mentee in the community for some time, avoid giving lifts in your car by yourself
- Always forward your session summaries to your Prince's Trust contact as soon as possible after each session (within 48hrs)
- Always try to attend a mentor support sessions organised by Prince's Trust or by your prison. It is often useful to hear from other volunteers about the issues they have faced and how these have been dealt with
- If in doubt about any aspect of your mentoring relationship, contact your regional team or the prison coordinator for clarification

Further Support: Signposting and useful organisations

Signposting is an invaluable tool for a mentor. It can help mentees to address needs which are beyond the scope of service offered by Prince's Trust. Making a referral does not mean our support ends for a particular mentee.

When making a referral it is important to understand the service criteria for referral. Many services have restrictions on who they help based on geography, age, etc.

Good Practice

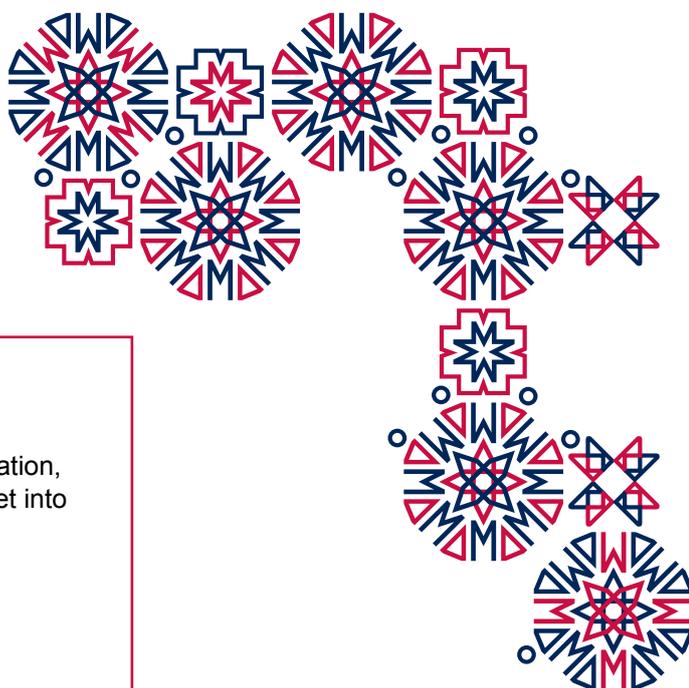
The following are some general principles to consider when signposting:

- Ensure your mentee is ready for that particular intervention
- Give your mentee clear instructions on how to access or locate the service
- If you are suggesting an organisation to your mentee, ensure the reasons for making the suggestion are clear
- If possible, and appropriate, attend the first meeting with your mentee
- If your mentee is attending on his/her own, try to provide the name of the person they should meet/speak with
- Follow-up and encourage your mentee to feedback on how the referral is going
- In some cases it may be worth checking with your Prince's Trust contact on the appropriateness of the referral

The Prince's Trust

Through our suite of programmes we work on skills for life, education, employment and enterprise, helping young people aged 11-30 get into jobs, education, training or to start their own business.

Please visit www.princes-trust.org.uk or call on **0800 842 842** or text 'Call me' to **07983 385418**



Useful Organisations

The following pages list some useful organisations which will help you to support your mentee across a range of needs. This is necessarily only a short list and you should research other local/national organisations that can assist with particular issues.

Issue	Organisation	Telephone
Accommodation	Shelter www.shelter.org.uk	0808 800 4444
	Crisis www.crisis.org.uk	0844 251 0111
	Homeless UK www.homelessuk.org	020 7840 4430
	St Mungo's www.stmungos.oeg	020 8762 5500
Education, training and employment	Job Centre Plus www.jobcentreplus.gov.uk	0800 055 6688
	Learn Direct www.learndirect.co.uk	0800 101 901
	Adult Dyslexia Organisation www.adult-dyslexia.org	020 7924 9559
	Advisory Services for Education www.ace-ed.org.uk	0808 800 5793
	Skills Funding Agency – Gov.uk	See website
	Apex Charitable Trust Ltd www.apextrust.com	020 7638 5931
	Clean Sheet www.cleansheet.org.uk	0300 123 3045
	Tomorrow's People www.tomorrows-people.org.uk	See website
	National Association for the Care and Resettlement of Offenders (NACRO) www.nacro.org.uk	020 7840 6464
	Step Together www.steptogether.org.uk	See website
Mental and Physical Health (including attitudes, thinking and behavior)	NHS www.nhs.uk	See website
	Rethink www.rethink.org	0845 456 0455
	Samaritans www.samaritians.org	08457 90 90 90

Issue	Organisation	Telephone
Mental and Physical Health (including attitudes, thinking and behaviour)	Mind www.mind.org.uk	0845 766 0163
	Calm www.thecalmzone.net	0800 58 58 58
	SANE www.sane.org.uk	See website
Drugs and alcohol	Frank www.talktofrank.com	0800 77 66 00
	Alcoholics Anonymous www.alcoholics-anonymous.org.uk	0845 769 7555
	Narcotics Anonymous www.ukna.org	0300 999 1212 0207 730 0009
	Alcohol Concern www.alcoholconcern.org.uk	020 7566 9800
	Ash (Action on Smoking & Health) www.ash.org.uk	080 7404 0242
	Addaction www.addaction.org.uk	020 7251 5860
	Turning Point www.turning-point.co.uk	0207481 7600
	Adfam www.adfam.org.uk	020 7553 7640
	Action on Addiction www.actiononaddiction.org.uk	0300 3300 659
Finance, benefits and debt	CAB www.citizensadvice.org.uk	See website
	The UK Insolvency Helpline www.insolvencyhelpline.co.uk	0800 6681391
	Unlock – The National Association of Ex-offenders www.unlock.org.uk	01634 247 350
Children and families of offenders	Parentlineplus www.parentlineplus.org.uk	0808 800 2222
	Family Action www.family-action.org.uk	020 7254 6251

Issue	Organisation	Telephone
Children and families of offenders	Prison Advice and Care Trust (PACT) www.prisonadvice.org.uk	020 7490 3139
	Prisoners' Families and Friends www.pffs.org.uk	0808 808 3444
Organisations focusing on the needs of women in the justice system	Women's Aid England www.womensaid.org.uk	0117 944 4411
	Women in Prison www.womeninprison.org.uk	020 7226 5879
	Women's Breakout www.womensbreakout.org.uk	See website
Organisations focusing on children and young people affected by the criminal justice system	Childline www.childline.org.uk	0800 1111
	NSPCC www.nspcc.org.uk	0800 1111
	Family Rights Groups www.frg.org.uk	020 7923 2628
	Catch-22 www.catch-22.org.uk	020 7336 4800

Appendix I: What are some issues facing ex-offenders?

Below is a summary of some issues which your mentee may be facing.

Homelessness and housing vulnerability

Securing stable and affordable housing is a key priority for those leaving prison. About a third of the 90,000 or so people released from prison each year in England and Wales have nowhere to live on release. Evidence suggests that many prison leavers find it difficult to obtain permanent accommodation and some local authorities will not re-house them because they don't consider them to be vulnerable but rather, intentionally homeless. Lack of accommodation can seriously hamper a prison leaver's chance of finding employment – around a quarter of employers would not consider employing a homeless person.

For many women leaving prison, the issue of housing takes on a particular urgency because it is bound up with their efforts to get their children back. Sixty-six per cent of women in prison have dependent children under 18. Many have no prospect of getting their children back until they find accommodation but their chances of securing accommodation are reduced because they do not have their children with them.

Poverty and debt

Financial stability in the period immediately following release from prison is essential if individuals are to resettle effectively into the community and avoid re-offending. Many prisoners are entitled to a discharge grant on release to help cover living expenses until benefit claims are processed. The discharge grant has remained fixed at £46.75

since 1997 and the Citizens Advice Bureaux (CAB) suggests that it is insufficient to last for a week, much less the 11 to 18 days in which benefit claims are meant to be processed. Some newly released prisoners cannot receive their wages or benefits because they do not have any documents to prove their identity in order to open a bank account.

Financial difficulties and debt worsen for many prisoners whilst they are serving a sentence, meaning that on release they are faced with unmanageable and spiralling debt. The main difficulties relate to unpaid credit cards and household bills.

Mental health difficulties

Seventy-four per cent of prisoners detained in 2005 were diagnosed as having some form of mental illness. The majority of these presented symptoms of two or more mental health conditions. Mental health difficulties can be linked to a wide range of conditions, and the specific symptoms experienced can vary widely between prisoners.

Alcohol and substance misuse

About 60% of prisoners have been using hard drugs before imprisonment. Among women, offending behaviour is disproportionately linked to drug addiction.

Forty-five per cent of offenders under the supervision of the Probation Service are estimated to be misusing alcohol or other drugs. Alcohol addiction and substance misuse is often linked to chaotic lifestyles.

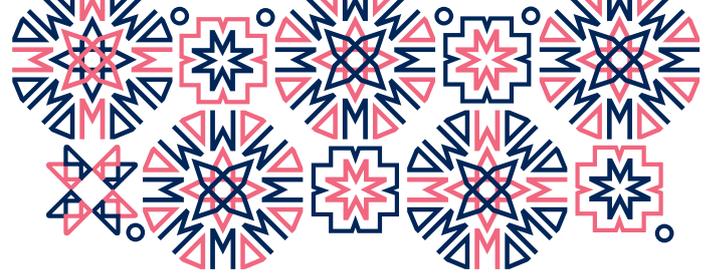
Misuse of alcohol and other drugs may affect an individual's ability to undertake regular employment and to sustain participation in learning.

Lack of relevant qualifications and skills

Government policy on offender learning and skills is intended to help address the low levels of formal qualifications among this group. However, the offender learning curriculum has a strong focus on basic skills. Although important, basic skills alone are not sufficient to equip clients for the majority of jobs. Research suggests that employers do not greatly value the low level qualifications that are normally gained in prisons. Many prisoners also lack a range of other skills and qualities that are widely required for successful participation in the labour market. They often have limited work experience and a history of unemployment, or are long term unemployed. They may have under-developed social skills, reflected in a lack of the personal qualities that are valued by employers such as flexibility, problem solving, team working, communication and motivation. Employers express concern that ex-offenders do not have, or have lost, the discipline or habit of work.

Disability

36% of prisoners are estimated to have a physical or mental disability. This compares with 19% of the general population. 18% of people in prison are estimated to have a physical disability.



People with learning disabilities and difficulties

20–30% of people in prison are estimated to have learning disabilities or difficulties that interfere with their ability to cope with the criminal justice system. However, inspectors found that the system is failing to identify people with learning disabilities and difficulties adequately.

23% of children in custody have very low IQs of below 70, and a further 36% have an IQ between 70–80. Four-fifths of prisoners with learning disabilities or difficulties report having problems reading prison information—they also had difficulties expressing themselves and understanding certain words.

Mental health

26% of women and 16% of men said they had received treatment for a mental health problem in the year before custody. 25% of women and 15% of men in prison reported symptoms indicative of psychosis. The rate among the general public is about 4%.

Women

The number of women in prison nearly trebled between 1993 and 2005. Numbers have started slowly to reduce, but there are still 1,900 more women in prison today than there were twenty years ago. On 17 June 2016 there were 3,861 women in prison in England and Wales. 8,818 women entered prison in 2015. 45% of them first entered prison on remand.

Most women entering prison under sentence (85%) have committed a non-violent offence. 42% entered custody under sentence in 2015 for theft and handling stolen goods. Most women entering prison serve very short sentences. 61% of sentenced women entering prison in 2015

were serving six months or less. In 1993 only a third of women entering custody were sentenced to six months or less.

Foreign national prisoners

The term ‘foreign national prisoner’ encompasses many different people. They may have come to the UK as children with parents, or be second generation immigrants; they may be asylum seekers or been given indefinite leave to remain as a refugee; they could be European nationals; those who have entered the UK illegally or were in the UK as students, visitors or workers who have got involved in the criminal justice system. Foreign nationals (non-UK passport holders) currently make up 12% of the prison population in England and Wales. On 31 March 2016 there were 9,971 foreign nationals in prison. Foreign national prisoners come from many countries, but over half are from nine countries (Poland, Ireland, Romania, Jamaica, Albania, Lithuania, Pakistan, Somalia and India). Nearly half (49%) of foreign nationals serving a sentence in prison are there for non-violent offences.

Social and economic disadvantage: education and skills

Following a review of prison education by Dame Sally Coates, prison governors will be given control over their education budgets, the power to change providers, and be held to account for their educational outcomes. 42% of prisoners had been expelled or permanently excluded from school. Half (51%) of people entering prison were assessed as having literacy skills expected of an 11 year old—over three times higher than in the general adult population (15%). Purposeful activity includes education, work and other

activities to aid rehabilitation whilst in prison. However, purposeful activity outcomes are at the lowest level inspectors have ever recorded—they were only good or reasonably good in around a quarter of prisons. Prison education standards are deteriorating. Almost three-quarters of prisons inspected by Ofsted were judged as requiring improvement or inadequate for learning and skills.

Housing and employment

15% of newly sentenced prisoners reported being homeless before custody—9% were sleeping rough. 11% of prisoners released from custody in 2014–15 had no settled accommodation. 168 Inspectors have said that the figures are “misleading” as “they do not take into account the suitability or sustainability of the accommodation.” A third of prisoners reported being in paid employment in the four weeks before custody. 13% reported never having had a job. Just over a quarter (27%) of people had a job on release from prison in 2014–15. 171 Outcomes for women are significantly worse than for men, with fewer than one in 10 women entering employment on release.

Just 16% of people leaving prison and referred to the Work Programme have found a job which they have held for six months or more. Of these, a third have subsequently gone back to Jobcentre Plus.

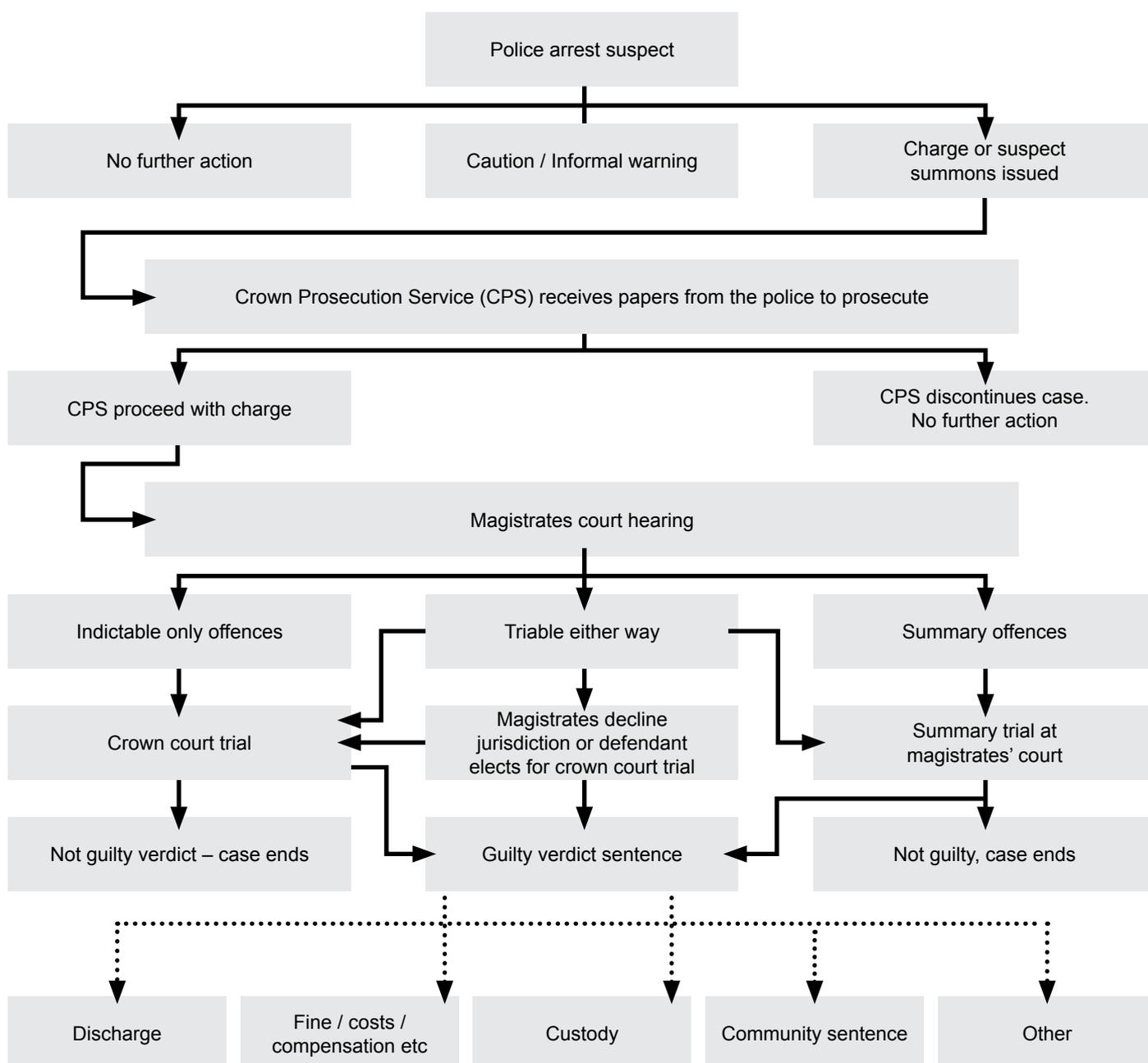
The Prime Minister announced that the Civil Service will Ban the Box—removing the need to disclose unspent convictions at the initial job application stage.

Only 12% of employers surveyed said that they had employed somebody with a criminal record in the past three years. One in five employers said they either did or were likely to exclude them from the recruitment process.

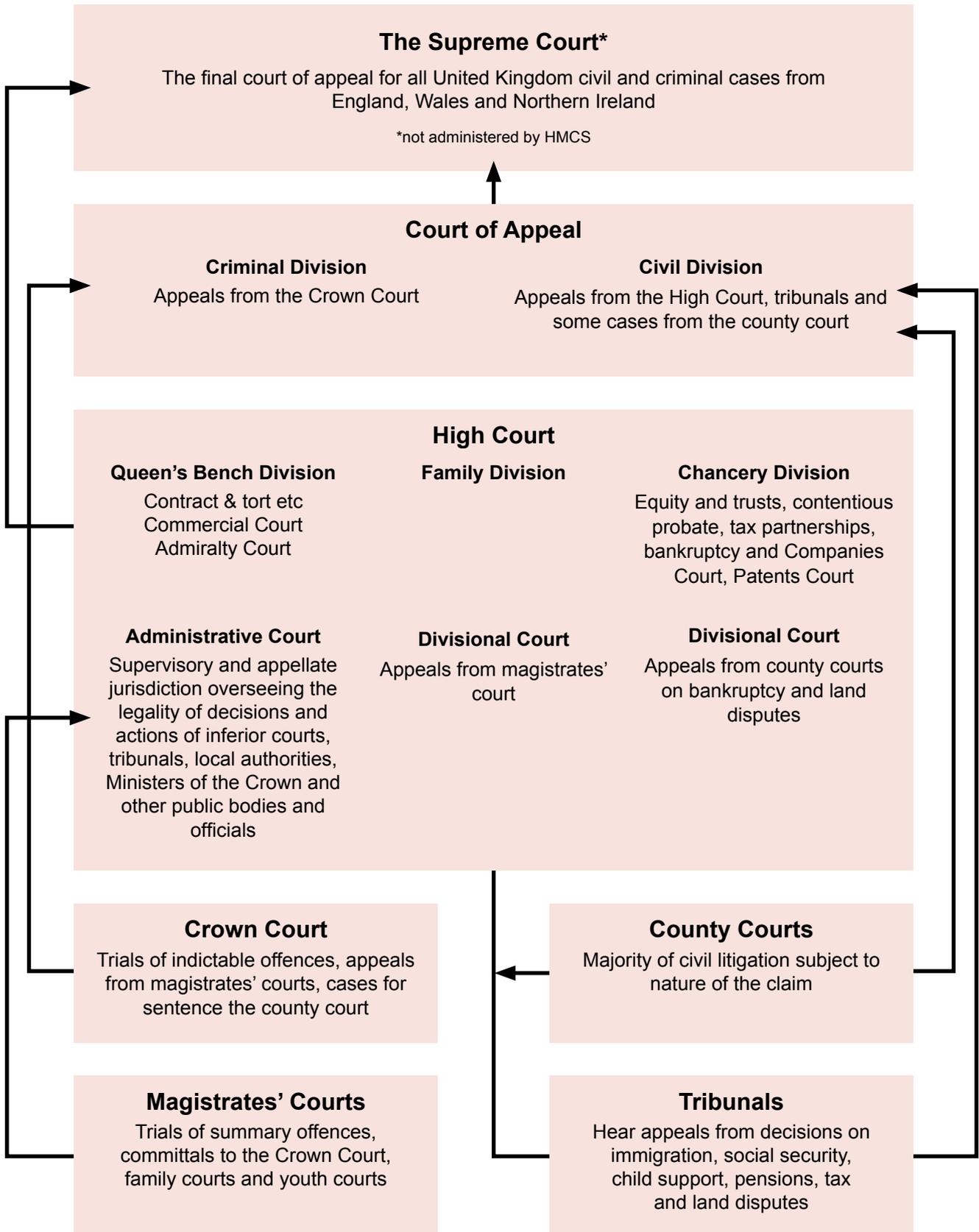
Appendix II: Introduction to the Criminal Justice System

The information in this section is intended to give you some knowledge of the institutions within the criminal justice system and how they work. You won't need detailed knowledge of what is covered here but a basic understanding is useful as your mentee will obviously have been through the system and may have questions and use acronyms relating to it.

The diagram below depicts the **criminal trial process** in England and Wales



The diagram below depicts the **routes of appeal** in England and Wales



Her Majesty's Court Service

Some information about the courts in England and Wales

Magistrates Court

Magistrates are volunteers from the community who are specially trained to work in the court; they are sometimes also called 'the Bench'. Three magistrates listen to evidence and work together to decide if somebody is guilty or not. Magistrates also decide what sentences should be given. The person accused (the defendant) stands in a 'dock'. The public and people from the press are allowed to sit and watch what is going on but they are not allowed to talk or to interrupt.

When an adult is charged with an offence and sent to court, they will first go to a Magistrates' Court. If the crime is very serious or a longer sentence is needed, the offender would then be sent to the Crown Court.

Youth Court

A Youth Court deals with cases involving young people aged between 10 and 17 years old. The youth court is made up of youth panel magistrates' and district judges. There are lots of different sentences that can be given in a youth court. A youth court can give custodial sentences of up to 24 months. If the court thinks that a young person should be given a longer sentence because they have committed a very serious offence, the young person can be sent to the Crown Court.

Youth Courts are not as formal as adult courts and are not open to the public. When a person goes to court as a victim, witness or offender, they might feel a number of emotions – frightened, excited or nervous. Because of this, steps are taken to make youth courts more comfortable places to be. For example, individuals who might ordinarily wear uniforms will dress more informally. Victims and witnesses can visit the court building before their court date to have a look around and understand what will happen on the day.

Crown Court

When an adult or youth offender is charged with a serious offence or when Magistrates have decided that a longer sentence is needed, cases are sent to the crown court. If an offender pleads not guilty, a trial is arranged.

It can take a long time to prepare a trial, and when a trial has started, events can take place which make the process last longer. For example, a witness may not turn up at court, or there could be a problem with some evidence. If things like this cannot be sorted out on the day, the judge may adjourn (postpone) the trial to another date.

During a trial, a jury of 12 men and women will sit and listen to the evidence and will decide if someone is guilty or innocent. When they have made a decision, the judge will either give a punishment / sentence or will let the defendant go free.

Prisons

Some information about prisons in England and Wales

In England and Wales, most prisons are run by Her Majesty's Prison Service (HMPS) but some are managed by private companies contracted out by the Government. Prisons in England & Wales range from high-security facilities, where the most dangerous criminals are held, to open prisons for offenders who are considered less of a risk to society. Young offenders are sent to Young Offenders Institutions (YOI's). Women are housed in separate prisons for women.

Every prison is visited from time to time by inspectors of HM Inspectorate of Prisons to review practices within the prison. Each prison also has an Independent Monitoring Board which is a group of volunteers, selected by the Home Secretary, who act as a watchdog for that establishment.

Volunteering inside a prison

The prison environment can be a strange one, especially for those unused to it. The following is a brief overview of some things to consider while volunteering in a prison.

Security

Security is obviously the primary concern of those running prisons. You will be shown areas you are able to access and areas which are out of bounds. You will be introduced to the main prison staff who will be responsible for you whilst on prison grounds. You will be shown the procedures for accident, suicide and self-harm reporting.

Bringing items into prison

Visitors to prison may be searched and/or have their bags searched. In the reception area there is likely to be a list of items which are not allowed into the prison. This list will be comprehensive but not exhaustive and the prison reserves the right not to allow certain items into the prison even if not listed. Typical items not allowed into establishments include:

- Mobile phones
- Money (over a certain amount)
- Laptops
- Memory sticks
- MP3 players
- Food/chewing gum

As a general rule, try not to take anything into the prison which is not related to your mentoring session. A pen and pad and possibly a bottle of water should be all you need.

Confidentiality

As a rule, everything discussed between mentor and mentee may be reported back to Prince's Trust. Mentors are under a duty to report to the prison any information which may compromise the security of the establishment, or which suggests that your mentee, or anybody else, may be at risk of harm. Similarly, anything which suggests a child may be at risk of harm should be reported to Prince's Trust.

Clothing

Male and female mentors should dress comfortably and appropriately in a smart-casual way. Clothing should not be overly form-fitting or revealing.

Release from prison

Some prisoners can apply for **release on temporary licence** before the end of their sentence. This might, for example, be a day release so they can take part in certain training courses that can't be provided inside prison. In some cases, prisoners might be allowed out on an overnight licence, so they can spend time at their release address. This is all to aid integration back into mainstream society before the eventual release date.

Some prisoners may be eligible for early release from prison on **Home Detention Curfew (HDC/tag)**. These prisoners will be monitored through a small electronic tag attached to their ankle. Prisoners released on HDC need to understand their conditions of release, such as adhering to a set curfew. Mentors are advised to go over these with them as breaking the conditions will mean a return to prison.

Clothing

When your mentee leaves prison, they should get back all the clothes they came in with. If clothes no longer fit or are not right for the time of year, the prison should be able to offer more appropriate clothing. If clothing received is unsuitable, your mentee may be eligible for a Budgeting Loan to assist the purchase of new items.



Money

When your mentee leaves prison they may be eligible for:

1. A travel warrant which will pay for their travel back home
2. A discharge grant of about £46. This is intended to help with their living expenses until any benefit claim has been processed. Discharge grants need to be claimed one month before release. Speak with your mentee early so that he/she can obtain the necessary forms.

If needed, your mentee should be applying for benefits in good time before their release from custody. Find out about any contact they have had with the Jobcentre Plus team within the prison so that you can support their application as necessary.

The Crown Prosecution Service

Who they are and what they do

When the police charge somebody with a criminal offence, the Crown Prosecution Service (CPS) is responsible for prosecuting that person. 'Prosecuting' means ensuring that the charge is correct and using witnesses and documents to prove to a court that the person is guilty of the offence charged.

The CPS was created by the Prosecution of Offenders Act 1985 and is an independent agency that works closely with the police. There are 42 CPS areas in England and Wales.

Who's in Charge?

The person in charge of each area is called the Chief Crown Prosecutor. In the North West of England, the Chief Crown Prosecutor sits on the Mosaic Regional Leadership Group and provides guidance for this programme. The head of the entire CPS is the Director of Public Prosecutions (DPP) and the headquarters are based in London, York and Birmingham.

What does it do?

The main function of the CPS is to prosecute people charged by the police with a criminal offence. This means that the CPS:

- Help the police decide which cases should go to court
- Review police files and witness statements
- Prepare paperwork for court
- Present cases to the Youth Court, Magistrates' Court and the Crown Court.
- Work with other agencies to try and improve the criminal justice system and reduce crime.

Evidence and Charging

Before continuing a case at court the CPS has to decide if:

- a) There is enough evidence to provide '*a realistic prospect of conviction*' (it is more likely than not to succeed);
- b) It is 'in the public interest' to proceed (the prosecutor must balance factors for bringing the case with factors against bringing it)

One of the functions of the CPS is to provide Pre-Charge Advice (PCA). PCA means that the police present cases to the CPS for advice before charging a person with anything other than very minor offences. Getting the charge right is very important especially when a case gets to court, so the earlier the CPS gets involved in a case the better. The CPS then gives the police advice on what they need to present the case, which the CPS will then take to court.

Community Rehabilitation Companies (CRC)

The 21 CRCs are responsible for:

- delivering a resettlement service for all offenders released from custody (engaging with many of the offenders they will manage before release)
- managing the majority of offenders in the community (most low to medium risk offenders), which includes identifying any changes in risk, and referring the case to the NPS if risk may have escalated to high
- designing and delivering an innovative new service to rehabilitate offenders and help them turn their lives around
- delivering a range of specific interventions and services for offenders managed by either CRCs or the NPS, including community payback and most accredited programmes
- managing senior attendance centres

Appendix III: About my prison

Record your key contacts

This page is intended to help you record the holders of key positions in your prison. You will not need to be in contact with all of these individuals all the time but an appreciation of who they are, what they do and where they can be found will be invaluable for dealing with any issues that arise.

Your Prince's Trust contact will be able to give you the names of key individuals such as the Governor, the Head of Resettlement and the Imam but you will be expected to find out other names and contact details for yourself. In particular, you will be required to make contact

and maintain relationships with the offender management unit so that the mentoring relationship can be factored in to your mentee's resettlement plan.

Name of Establishment:

Governor:

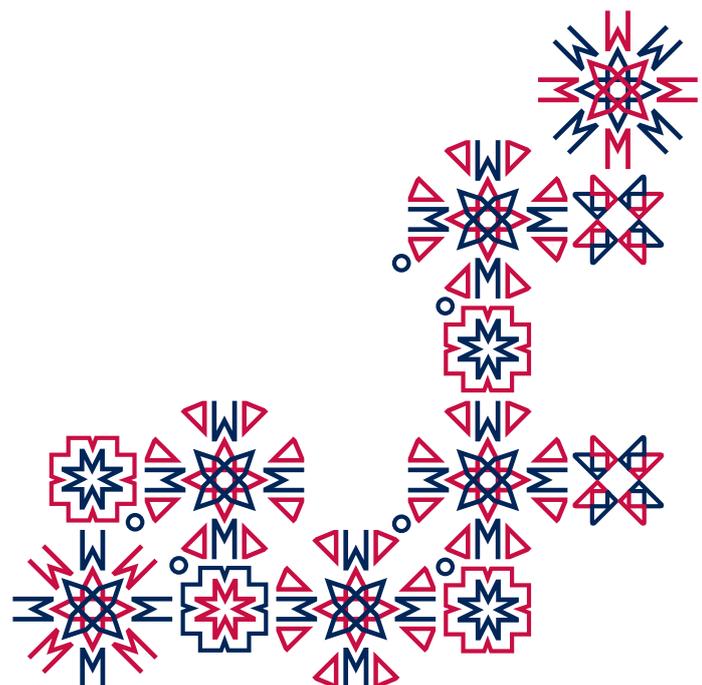
Head of Resettlement:

Head of Offender Management:

Head of Reducing Re-offending:

Head of Chaplaincy Team:

Prison Imam:



Appendix IV: Action planning

A template to use with your mentee

In the period before your mentee is due for release, there may be some fear and apprehension but his/her motivation to make changes will be high. He/she will likely be feeling positive about what changes can be made to prevent their return to prison.

It can be easy to forget these motivations once they are back amongst their peer group but this is where the mentoring relationship can prove invaluable - in particular, your ability to help your mentee set and realise goals.

The **GROW** coaching model in **How to be a Mosaic Mentor** will help you set SMART goals with your mentee but the following 5-step plan might be considered an alternative approach both to goal setting and to creating a plan to realise goals.

5-Step Plan

The 5-step plan is based on answering five questions that are usefully considered when putting a plan together:

1. *What do I want to achieve/change?*
2. *How do I want to make these changes?*
3. *What might stop me from making these changes?*
4. *Who can I enlist for support and how can they support me?*
5. *What timescales will I set myself?*

Using this approach and the summary table below, you and your mentee have a nice visual representation of your discussions, giving you something to refer back to during future sessions.

5 step plan summary table

What do I want to... change/do/learn?	What steps will I take to do this?	What barriers might I face?	What support can I find to help me?	What time-scales will I work to?

Appendix V: Mentor Support Sessions

Get the most out of support sessions

Mentor support sessions are designed to bring you into contact with other mentors from the programme in order to discuss experiences, common issues and successful solutions. It is a good

opportunity to ask questions, make contacts and reflect on your mentoring journey so far.

In order to get the most from these sessions we suggests some basic

preparation by considering the template below in order to focus your thoughts. Post-session, please also consider the **self-reflection** questions listed.

What do I want to... know/do/learn?	Why do I want to know/do/learn X?	How will I implement my learning?	How have other mentors done X?	What barriers did other mentors face?	How will I avoid/overcome X?

Post session self-reflection questions

1. What went well and why? What did I see or hear that makes me think it did/did not go well?
2. If all of your session aims were not achieved, what do you think hindered that outcome?
3. What impact did you have on the group?
4. In future, what might you do differently?
5. How will you implement your learning with your mentee?

Appendix VI: Mentor/Mentee Agreement

A summary of commitments for you and your mentee

Mentor agrees	Mentee agrees
To listen to and respect your mentee and their point of view	To listen to and respect your mentor and their point of view
To turn up consistently and on time	To turn up consistently and on time
To encourage and build confidence	To actively participate and engage
To provide a contact telephone number and/or email address	To provide a contact telephone number and/or email address and inform your mentor if this changes
To keep the mentor/mentee relationship confidential within the Mosaic programme (except in emergencies)	Not to take any family or friends to meetings (unless previously agreed)
To contact the prison and/or your mentee if unable to make an arranged meeting	To contact your mentor if unable to make an arranged meeting
To meet your mentee in safe environments only	To behave appropriately when with your mentor
Not to be under the influence of drugs / alcohol when meeting your mentee	Not to be under the influence of drugs/alcohol when meeting your mentor
To action plan with your mentee, helping them to identify targets and encouraging and supporting them to work towards those targets	To identify targets with your mentor and to work towards them
Signed (Mentor signature):	Signed (Mentee signature):
Date:	Date:

Appendix VII: Session Summary

Keep a record of your session

Once your mentoring relationship has started, your role is to meet your mentee on a regular basis. After

each meeting, we would like you to record a summary by saying a few words about how the session went.

These must be submitted to your Prince's Trust contact within 48hrs of meetings.

Mentee session summary		Date	
Mentor		Venue	
Mentee		Time/duration	
Brief content of meeting			
Agreed action(s) for mentee			
Agreed action(s) for mentor			
Next meeting – time/place			
Mentor signature			

Appendix VIII: Frequently Asked Questions

What is the age range of the offenders The Prince's Trust work with?

This programme supports individuals aged 18-30 years of age.

Will I be mentoring offenders of the same gender as myself?

Male mentees will receive male or female mentors. Female mentees will receive female mentors, unless a specific request is made for a male mentor. Female mentors may state a preference for mentoring women though this may delay you being paired with a mentee. Please note that some prisons we work with request same-sex mentoring relationships.

Which prison will I be mentoring in and what categories of offenders does it hold?

This very much depends on the region in which you'll be mentoring, however we mainly work in category B prisons. Wherever you end up being placed, you can be assured that all offenders have been thoroughly risk-assessed by their prison and are deemed suitable for a programme of this nature.

What type of offender might I mentor?

In theory, we accept referrals for all offence types other than sexual offences and terrorist related offences. We also cannot work with those who suffer from a serious mental health condition. In reality, the majority of our mentees will be serving sentences for assault, offences related to drugs possession

/supply, theft and fraud offences. Again, regardless of the offence, all mentees have been risk-assessed and have been deemed not to pose a risk to themselves or others.

Do prisoners opt into the scheme? If so, what information are they given about it?

Promotional material will be made available to prisoners and a member of Prince's Trust staff may hold a Q&A session to give more information and to answer questions. Prisoners can then express an interest in participating. Generally speaking, a referral is made by appropriate prison staff.

What if the mentoring relationship just isn't working out?

We will examine this with you and your mentee (and the prison if during the custodial phase). A relationship where the parties are not getting on is counter-productive but the allocation of a new mentor will always be a last resort. Where possible, Prince's Trust will seek to assist the pairing to overcome their difficulties and if no progress is made, we will investigate the possibility of assigning a new mentor and re-matching you with another mentee.

Can I meet my mentee on evenings and weekends?

When you meet your mentee largely depends on your schedule as well as the regime of your particular establishment. Different prisons have slightly different regimes and while one prison will be happy for you to

come in on the weekend or in the evening, another prison will not allow it. As a general rule, the best time for your sessions will be during the week from 9-11.30am and 2-4pm. Arrangements can possibly be made for visits outside of these times but this will need to be discussed with your prison.

Are social events or meetings conducted where we can meet and share experiences with other mentors?

As a mentor on this programme, you will be expected to participate in periodic support sessions with other mentors, specifically designed to share information, issues and solutions (please see appendix V for more information on this). More generally, joining the programme means you will become part of the Mosaic network (if you are not already), giving you exposure to a wide range of individuals including other mentors. We regularly have social and networking events and you will of course be entitled, and encouraged, to attend these.

Do we need to contact our Prince's Trust contact before making a referral or signposting our mentees to a service/organisation?

It is good practice to discuss any potential referral with your Prince's Trust contact to ensure it is an appropriate intervention. We may also have contacts within organisations that may be able to assist you.

What happens if we violate our mentor/mentee agreement?

It depends on what the violation is. There is no formal disciplinary procedure for mentors but a serious violation will result in being taken off the programme. Where necessary, we will involve appropriate third parties.

What is considered breaking confidentiality? For example, can I tell my family and friends about my mentee and our relationship?

Everything your mentor says to you during your mentoring sessions is confidential within the framework of the programme. This means that you can relate the content of your sessions to your Prince's Trust contact for example but not to anybody unconnected with the programme. The exception to this is where your mentee indicates that he/she is a danger to themselves or to others, they have suggested that a child may be at risk of harm, or information is given to you suggesting that prison security may be compromised. Under these circumstances you have a duty to report what has been said.

Can the relationship go beyond a year if we want it to?

Most mentoring relationships will last for a period up to 12months. A very small minority may last up to 18months. Please discuss with your Prince's Trust contact if you wish to extend the relationship beyond 12months.

I have some feedback for The Prince's Trust about the programme. How can I give this?

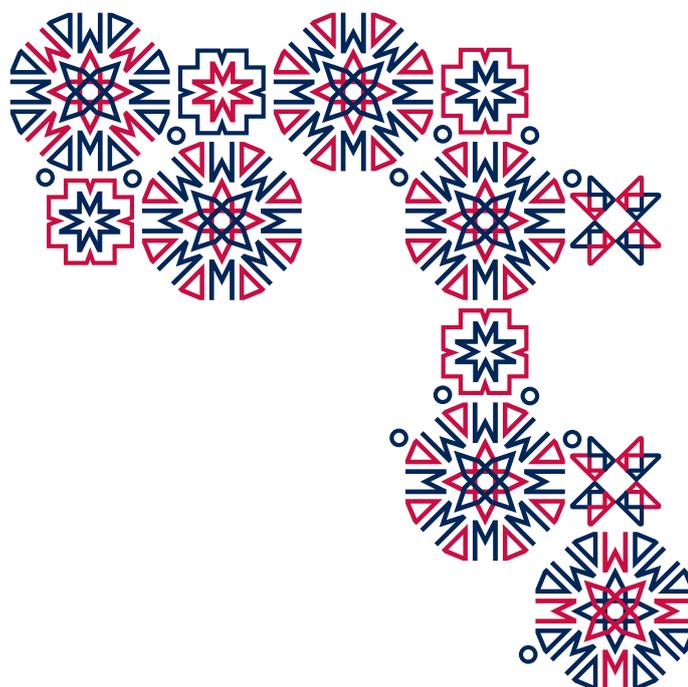
The Prince's Trust is continually trying to improve all our programmes and actively encourages mentors to provide us with their thoughts on what we do well and what could be improved. There are regular opportunities to discuss with your Prince's Trust contact how your mentoring is progressing, and at the end of your period of mentoring you are asked to fill in a feedback questionnaire about your experiences. This questionnaire informs the design of future programmes. Of course mentors are free to contact us with their thoughts at any time by emailing Mosaic@princes-trust.org.uk. All queries will be answered within two working days.

Appendix IX: Glossary of Prison Terms

The information below is intended to give guidance about some of the jargon used within prisons.

Adjudication	Daily process when governor deals with disciplinary offences.
App	Prisoners have to put in an app (application) for anything different from normal daily routine e.g. for things to be brought into prison.
Association	Time when prisoners are allowed out of their cells to talk, play pool, make phone calls etc.
Basic (regime)	There are three levels of prison regime: Basic, Standard and Enhanced , based on behaviour in prison. The higher the regime, the more privileges, such as increased number or length of visits.
Block or 'seg'	Prison segregation unit where prisoners are sent for bad behaviour or sometimes for their own protection.
Canteen	This is the prison shop where prisoners may order food, toiletries, tobacco, etc.
CARAT	Counselling, Assessment, Referral, Advice and Throughcare service led by workers who will help to get prisoners one-to-one advice or onto courses.
Category A, B, C and D	Prisons and prisoners are categorised. Women and young offenders are categorised as suitable for open or closed conditions but adult males are given one of the above categories (or 'cats'), with A being those whose escape would be regarded as highly dangerous to the public, down to D for those who can be reasonably trusted to serve their sentence in open conditions.
Closed visit	Visit supervised by officers where the prisoner and visitor are separated by a screen. A prisoner can be put on closed visits if under suspicion of smuggling drugs. Where there is proof, a prisoner may be put on closed visits for up to 3 months. However, this often means 3 months worth of visits.
HDC	Home Detention Curfew – Individuals are still under sentence but serve the remainder of their sentence at home and have to abide by certain conditions such as remaining at home between the hours of 7am and 7pm
In possession	Prisoners are allowed a strictly limited number of articles 'in possession' to keep in their cells. Anything above the limit is usually kept in 'private property' or handed out on a visit.
IMB	Independent Monitoring Board . These are lay people appointed by the Home Secretary to act as watchdogs.
Legal letter	Confidential legal correspondence to or from a solicitor is covered by prison rule 39. If a letter has ' prison rule 39 applies ' written on it, it cannot be opened except in the prisoner's presence. Both correspondents need to write Rule 39 on the envelope.
Legal visit	Lawyers are allowed to visit clients in prison without using a visiting order.
Listeners	Prisoners trained by Samaritans to listen in confidence and offer emotional support to other prisoners.

P.O.	Personal officer – Each prisoner should have a personal officer to look after their interests.
MDT	Mandatory drug testing – random urine testing for drugs.
Private spends	Money sent in by relatives or friends – small amounts which can be spent in prison canteen (shop).
PVO	Privileged visiting order, sent out to visitors at the prisoner’s request. Prisoners can be allowed these extra visits in return for good behaviour.
ROTL	Release on Temporary License
Shipped out	Moved from one prison to another, often without warning (when it is known as being ‘ghosted’).
S.O.	Senior officer.
Tariff	Minimum term – the part of a life-sentenced prisoner’s sentence which must be served ‘for retribution and deterrence’.
Town visit / community visit	Some prisoners will be regarded as suitable to go out for the day to a place within a certain radius of the prison (usually 20 miles) in the company of family or friends.
VPU	Vulnerable Prisoners Unit – where prisoners at risk are held.



InterCHANGE People Development works with Mosaic to deliver mentor training



Sustainable Achievement for a Better World

The InterCHANGE team of Associate training professionals has many decades of experience of providing innovative training and coaching to individuals and organisations throughout the UK.

- Our **passion** is to ignite the joy of learning and inspire people to achieve their goals and aspirations
- Our **motivation** is to facilitate sustainable prosperity and productivity whilst also promoting well-being and diversity in the workplace

We provide training and consultancy in:

- Communication skills
- Empowering young people and supporting schools
- HR and performance management
- Leadership and management development
- Mentoring and coaching skills
- Organisational development
- People and team development
- Strategy and change

See our mentoring advice on the Mosaic blog www.mosaicnetwork.co.uk/blog

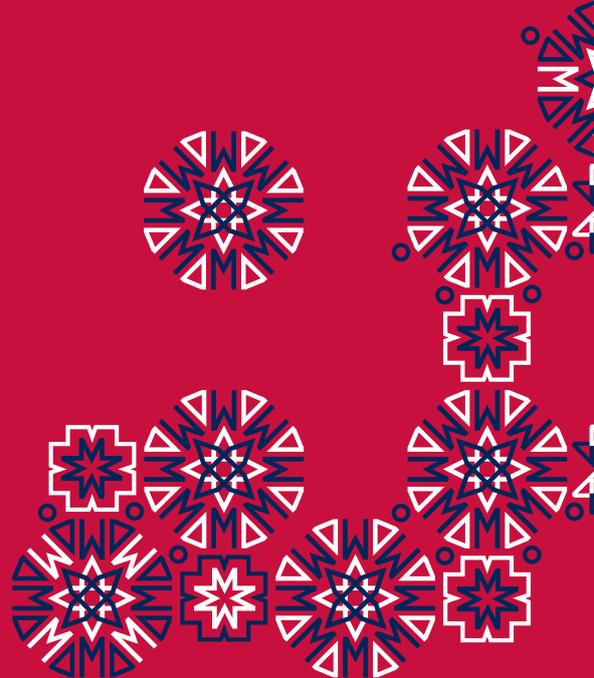
For our full range of courses and services please see our website: www.interchangepeopledevelopment.com

Contact: Karen Tidsall, Director, karen@interchangepeopledevelopment.com

The Prince's Trust
Prince's Trust House
9 Eldon Street
London EC2M 7LS

Tel: 0800 842 842
E: mosaic@princes-trust.org.uk
www.mosaicnetwork.co.uk

September 2017



Prince's Trust

Registered details: Prince's Trust House, 9 Eldon Street, London EC2M 7LS; Phone 020 7543 1234
England and Wales registered charity 1079675, Scotland registered charity SC041198
PT is incorporated by Royal Charter (number RC000772)
Designed by SCS Marketing Ltd.