

The Future of Offender Employment: An overview of the evidence and the need

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About the Young Foundation

The Young Foundation combines creativity and entrepreneurship to tackle major social needs. We work on many different levels to achieve positive social change – including advocacy, research, and policy influence as well as creating new organisations and running practical projects. The Young Foundation benefits from a long history of social research, innovation and practical action by the late Michael Young, once described as the “world’s most successful social entrepreneur”, who created more than 60 ventures which address social needs. Over the last five years we have been involved in the design and launch of over forty successful new ventures, including charities, social enterprises, businesses and public organisations, as well as hosting SIX, the world’s leading network of organisations involved in social innovation.

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This paper is designed to set out our current thinking and highlight some of the evidence and research which is already in the public domain but has to date not been synthesized in a single document – but also to encourage comment and suggestions. Please email any comments, inputs or additions to anton.shelupanov@youngfoundation.org or robert.patrick@youngfoundation.org

Executive Summary

It is widely acknowledged that sustained employment is one of the most effective ways to prevent re-offending and reduce harm – having a job reduces the likelihood of ex prisoners re-offending by as much as 50%. However, the odds are currently stacked against a former offender securing a job and keeping it. The barriers faced by people returning from custody include a lack of skills and work experience; employers' negative perceptions; and a lack of support, information and advice. Factors such as debt, addiction or homelessness can push people into illegal activity but they can also prevent people from turning away from crime.

Appropriate education and training in custody plays a crucial role in helping people returning from custody secure and sustain a job, but it is not enough on its own. Individuals are far better placed to make progress if the transition out of custody is adequately prepared for and managed – to inculcate willingness to change, to assist at the point of going 'through the gate', and to provide knowledge and insights on job prospects.

In order to address this need, we have proposed the implementation of a set of 'Employment Deployers'. These can either act as an intermediary to scale the expertise of smaller specialised third sector providers, or as a wholesale service which supports people into employment prior to and after release. These two approaches are not mutually exclusive and could be used in combination to varying degrees, depending on the local context – whether is a more pressing need to fill gaps in service provision or support better co-ordination between agencies.

Introduction

In August 2010, the Young Foundation published 'Turning the Corner: Beyond incarceration and re-offending' which considered the opportunities for more radical reform of the justice system.¹ Among the recommendations was a call for enhanced employment support for former offenders.

No one supplier exists which is capable or sufficient at managing all the different forms of relationship, knowledge and skills. Therefore, a Deployer's aim to fill the space between provisions aimed at offenders leaving custody and seeking employment. It is a structure that brings these services together to form one cohesive support system.

The most appropriate approach will be determined by the local context. In areas characterized by major gaps in support, new provision should be put in place to combine a locally appropriate combination of managed mentoring, through the gate support, brokerage with employers, supported employment and access to appropriate training.

Elsewhere, improving co-ordination is likely to be a more effective solution. This could be addressed by employing a broker to work with groups and on a one to one basis to diagnose opportunities, highlight funding streams, forge alliances and support production of the necessary evidence base. Commissioners would gain from a better understanding of what ideas and ventures exist within their area, alongside the means to lever up the good practice into the mainstream.

Whilst the main focus of a Deployer is ensuring sustained employment after custody, it is much more than that. A Deployer is a mechanism for managing the transition out of custody and a way of addressing other criminogenic and actual needs as well as the need for sustained employment.

As well as having the social impact of improving people's lives and making society safer, reduced re-offending and fewer benefit payments to those who go through a Deployer will mean significant savings to the public purse. In this, some of the payment by results principles announced in the Ministry of Justice Green Paper are applicable. The Ministry of Justice plans to pilot at least six new programmes on a PBR basis.² They are also in discussions with other government departments about developing PBR further - for example, with the Department of Health on supporting offenders recovering from drug dependency and with the Department for Work and Pensions about improving employment outcomes.

¹ Shelupanov, A. Ali, R. (2010) Turning the Corner: Beyond incarceration and re-offending, London: The Young Foundation

² <http://www.justice.gov.uk/news/sp25-01-11.htm>

What is the need?

The period immediately following release from custody is a vulnerable time. Preparing for transitions can help ease the process of change and buffer people from the worst impacts of transition.³ A strong focus on managing transitions is a central part of our vision.

Helping former offenders into sustained, supported and credible forms of employment is crucial to assisting them to make a successful transition from custody to community. It remains one of the major challenges in the rehabilitation of offenders.

Statistics show that roughly 40 per cent of people are unemployed at the time of imprisonment - around seven times the national unemployment rate.⁴ Almost one in eight prisoners says they have *never* had a job. This reflects the many barriers faced by former offenders in finding work.

Despite the overwhelming evidence that employment reduces re-offending rates by between a third and a half,⁵ three quarters of prisoners leave prison without a job to go to.⁶ To put this into context, in England and Wales in 2009, 76,000 adults were discharged from determinate sentences.⁷

This systematic failure means more victims and greater expense for the criminal justice system. The rapid rise in the prison population in England and Wales has resulted in escalating financial and social costs. The overall average cost per prison place, including related costs met by the National Offender Management Service is £45,000.⁸ The wider cost of re-offending is much greater.

³ Helyar-Cardwell, V. (2009) Young Adult Manifesto, London: T2A Alliance

⁴ Stewart, D. (2008) The problems and needs of newly sentenced prisoners: results from a national survey, London: Ministry of Justice.

⁵ Home Office (1996) An evaluation of prison work and training, London: Home Office

⁶ Social Exclusion Unit (2002) Reducing re-offending by ex-prisoners, London: Social Exclusion Unit

⁷ Ministry of Justice (2010) Offender Management Caseload Statistics 2009

⁸ Prison Reform Trust (July 2010) Bromley Briefings: Prison Factfile, available at: <http://www.prisonreformtrust.org.uk/subsection.asp?id=685>

Barriers to employment

Risk factors which are associated with offending consistently overlap with factors that act as barriers to employment. These include illiteracy, homelessness, mental and physical ill-health, substance misuse, absence of positive social networks, and a history of social and financial exclusion. Another barrier is the lack of information, advice and support for former offenders whilst seeking employment. Former offenders are also battling against negative assumptions and perceptions.

Nearly half of those in prison have no qualifications at all.⁹ Almost half of the prison population is at, or below, the level expected of an 11 year old in reading, 65 per cent in numeracy and 82 per cent in writing.¹⁰ The 2002 report carried out by the Social Exclusion Unit found that roughly 80 per cent are unable to complete a job application form.¹¹

Education in prisons has a mixed track record despite the recent investment in learning and skills provision.¹² In the 2007-8 HM Inspectorate of Prisons report, a quarter of learning and skills provision was judged to be inadequate.¹³ It was found that only half the prisoners in training prisons felt that their education would help them on release, and even fewer (42 per cent) felt that they had gained useful vocational skills. Factors identified as hindering effective work were the increasing size of prisons, prisoners' distance from home, and more transient populations.

Recent research has challenged the strength of the link between learning and skills in prison and improved employment outcomes on release. A Home Office study found that factors such as links with previous employers and family contacts are more strongly related to employment outcomes than receiving training in prison.¹⁴ The most frequently reported route to employment (38 per cent) was through family and friends. This suggests that improving prisoners' basic skills alone is unlikely to have a major impact on their prospects for successful resettlement. Social capital is a major factor.

There is a growing consensus that users' views should be taken into account. In the following example, a sample of adult offenders were asked for their own views on the types of support they needed in custody and in the community.¹⁵ The most frequently reported need was help in finding employment, cited by almost half (48 per cent) of respondents.

⁹ Stewart, D. (2008) *The problems and needs of newly sentenced prisoners: results from a national survey*, London: Ministry of Justice.

¹⁰ Hansard, House of Commons written answers, 9 January 2007: Col. 548W.

¹¹ Social Exclusion Unit (2002) *Reducing re-offending by ex-prisoners*, London: Social Exclusion Unit.

¹² Funding for offender learning increased from £57 million in 2001-02 to £151 million in 2005-06. See HM Government (2005) *Reducing Re-offending Through Skills and Employment*, London: The Stationery Office

¹³ HM Chief Inspector of Prisons for England and Wales (2009) *Annual Report 2007-08*, London: HM Inspectorate of Prisons

¹⁴ Stewart, D. (2005) *An evaluation of basic skills training for prisoners*, Home Office Findings 260, London: Home Office, p.4

¹⁵ Stewart, D. (2008) *'The problems and needs of newly sentenced prisoners: results from a national survey'*, London: Ministry of Justice.

Prisoners' Perceptions of Their Needs

	Age (%)		Sentence length (%)		Gender (%)		All (%)
	Young offenders	Adults	Less than 1 year	1-4 Years	Men	Women	
Need help with...							
Finding employment	52	48	47	52	48	57	48
Getting qualifications	51	40	40	45	41	55	42
Work-related skills	45	40	39	44	39	54	41
Finding accommodation	26	40	38	36	37	40	37
Offending behaviour	28	35	34	33	33	47	34
Drug problem	15	32	32	23	28	44	29
Literacy/numeracy	24	21	22	19	21	18	21
Mental health	14	22	22	18	18	49	21
Medical problem	9	22	19	21	18	33	20
Alcohol problem	16	16	17	14	16	16	16
Family problem	8	16	15	16	14	28	15
None of these	24	16	18	16	19	5	18

Source: Stewart (2008)¹⁶

Employers' attitudes

Available evidence on employers' attitudes to employing former offenders is mixed. On the one hand, evidence suggests that people with a criminal record are part of the 'core jobless group' whom more than 60 per cent of employers deliberately exclude when recruiting.¹⁷

On the other hand, organisations with a track record of employing former offenders tend to report positively. 87 per cent of employers with experience of hiring former offenders found them to be at least as productive as other workers while 65 per cent of employers who have hired former offenders report a positive impact on their corporate reputation. According to another study, undertaken in 2002, only 6 per cent of employers claimed that employing former offenders had been a negative experience.¹⁸

In a study carried out by the Barrow Cadbury Trust¹⁹, only 32 per cent of employers believed that employing an offender was more of a risk than employing a non-offender. However, 53 per cent of the same respondents declared that a prior conviction for theft would automatically bar an applicant from employment.

¹⁶ Stewart, D. (2008) The problems and needs of newly sentenced prisoners: results from a national survey, London: Ministry of Justice

¹⁷ CIPD (2005) Labour Market Outlook, Summer 2005, London: Chartered Institute of Personnel and Development

¹⁸ CIPD (2002) Employer attitudes towards ex-offenders: survey report, London: Chartered Institute of Personnel and Development

¹⁹ BCT (2007) Snapshot on Getting Out to Work – Employing Young Adults with Convictions, London: Barrow Cadbury Trust

Discrimination against former offenders

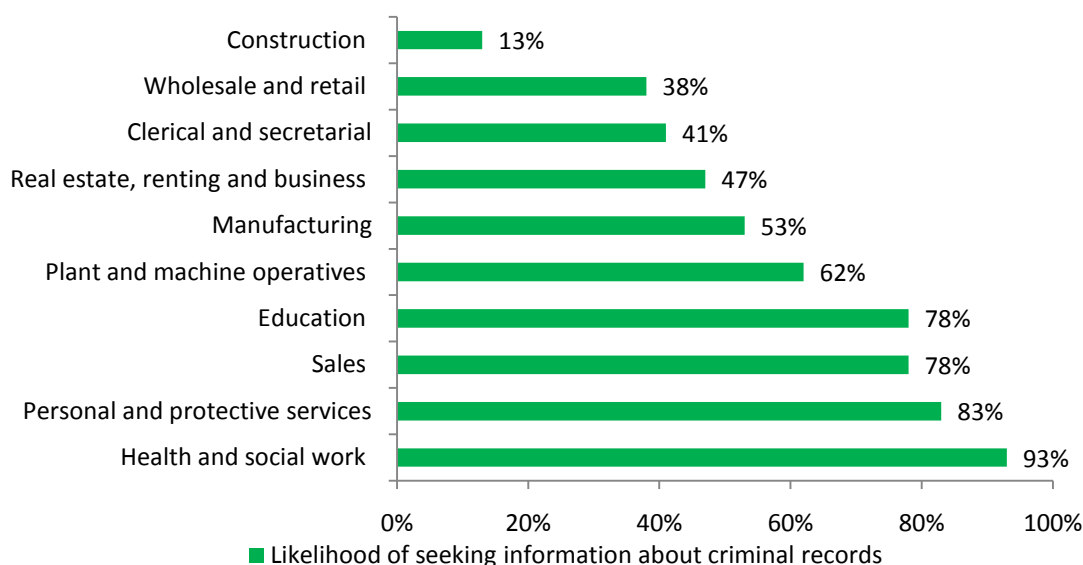
The issue of disclosure has received significant attention in recent years. At present, all sentenced prisoners leave custody with an unspent conviction. The 1974 Rehabilitation of Offenders Act therefore stipulates that former offenders must disclose previous convictions to employers if asked.

The Act also enables some criminal convictions to be “spent,” or ignored, after a rehabilitation period. This rehabilitation period is a set length of time from the date of conviction, varying on the sentence given. After this period has passed, with certain exceptions, a former offender is no longer obliged to mention their conviction when applying for a job or obtaining insurance. A conviction lapses after 10 years for a six month sentence, however, custodial sentences of more than two and a half years can never be spent.²⁰

According to a study conducted by the Department for Work and Pensions, job applicants have an almost two in three chance that information will be sought about their criminal record. Some types of organisation tended to ask for information about criminal records more often than others, as demonstrated in Figure 4.

Information about previous convictions was sought more often in the public sector (85 per cent) than in the private sector (49 per cent) and more often for temporary (80 per cent) or fixed term jobs (84 per cent) than for permanent vacancies (60 per cent).²¹

Likelihood of seeking information about criminal records by industry



²⁰ Nacro (2004) Rehabilitation of Offenders Act 1974: Practitioner's Guide, available at: <http://www.nacro.org.uk/data/files/nacro-2007021302-65.pdf>

²¹ Metcalf, H. Anderson, T. Rolfe, H. (2001) 'Barriers to employment for offenders and ex-offenders', Research Report No 155, Department for Work and Pensions. London: HMSO.

Source: Metcalf et al (2001)²²

Once that check is made, there is a significant chance that the former offender will be disadvantaged for having disclosed the information. For most offences, having a criminal record will lead to an automatic rejection or strong disadvantage for at least half of vacancies.²³ However, for one in three vacancies, having a criminal record is not a disadvantage.

The attitude of an employer varies according to the occupation (i.e. job applied for) and the type of offence committed. A Chartered Institute of Personnel and Development (CIPD) study found that the relevance of the conviction to the vacancy concerned 63 per cent of prospective employers, whilst the seriousness and nature of the offence concerned 64 per cent of employers.²⁴

The DWP survey found that people with a criminal record were least disadvantaged in construction, health and social work and other community, social and personal services. The industries which were least likely to hire someone with a criminal record were wholesale and retail; and transport, storage and communications.

Researchers found that applicants who had been convicted of murder or indecent assault had a 50 per cent chance of being rejected whilst those convicted of burglary or fraud had a 40 per cent chance.²⁵ In contrast, those convicted for dangerous driving had only a 14 per cent chance of being rejected.

There are a range of factors which come into play when an employer is considering recruiting an ex-offender. In the 2001 DWP study, researchers asked employers about their concerns and fears of employing former offenders. The most common reasons given for not wishing to recruit someone with a criminal record are shown below.

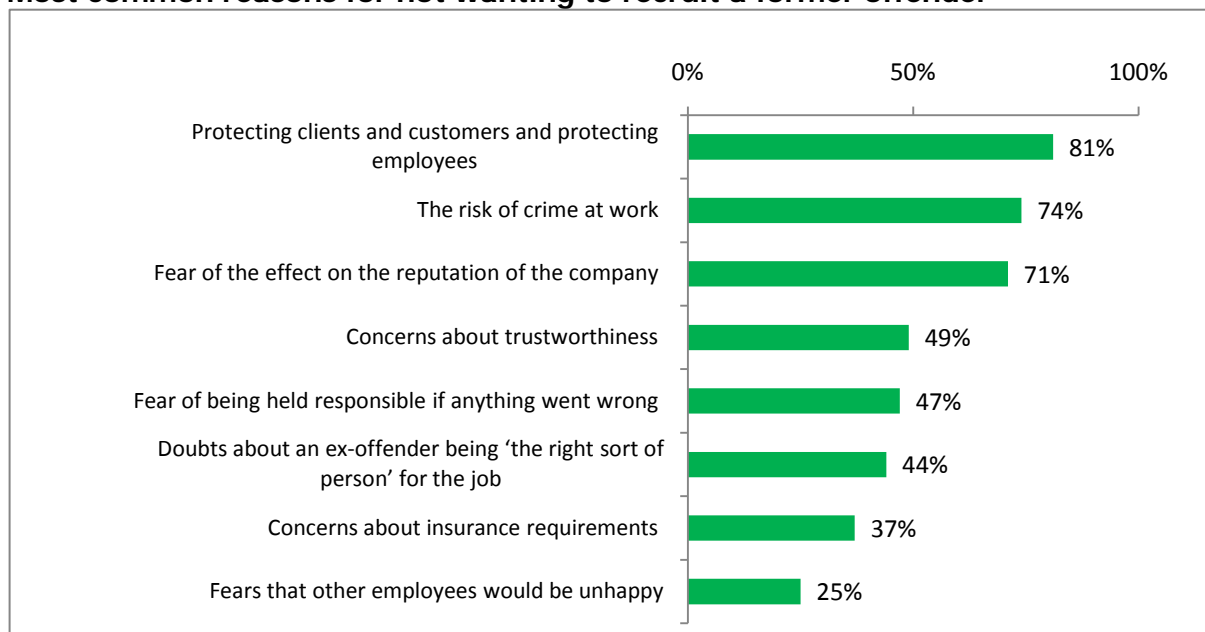
²² Metcalf, H. Anderson, T. Rolfe, H. (2001) 'Barriers to employment for offenders and ex-offenders', Research Report No 155, Department for Work and Pensions. London: HMSO

²³ Ibid.

²⁴ CIPD (2007) 'Employing ex-offenders to capture talent' Survey Report, London: Chartered Institute of Personnel and Development

²⁵ Metcalf, H. Anderson, T. Rolfe, H. (2001) 'Barriers to employment for offenders and ex-offenders', Research Report No 155, Department for Work and Pensions. London: HMSO.

Most common reasons for not wanting to recruit a former offender



Source: Metcalf et al (2001)²⁶

Interestingly, three-quarters of employers report that they would consider employing former offenders if they had the relevant skills that fit the needs of the organisation.²⁷ However, survey evidence suggests that employers are more concerned with honesty (92 per cent), reliability (89 per cent) and personal behaviour (84 per cent) than skills. This suggests that appropriate skills are not always the key determinant of employment outcomes.

Current State of the Labour Market

In the current climate, with employment prospects for most people continuing to deteriorate, the conditions for former offenders looking for work are unfavourable. The outlook, if anything, is for a worsening position given the cut-backs to the public sector and subdued economic position for the private sector.

As a result, it is crucial to identify intermediate opportunities and emerging jobs that former offenders can access. For example, Slivers-of-Time is a new approach that uses technology to make local labour markets more flexible. Applied to ex-offenders, this would give them a more even-paced introduction to working life, as well as enabling employers to manage the risks more effectively. Another approach is to incorporate an element of capacity building in terms of equipping offenders to become self-employed.

²⁶ Metcalf, H. Anderson, T. Rolfe, H. (2001) 'Barriers to employment for offenders and ex-offenders', Research Report No 155, Department for Work and Pensions. London: HMSO

²⁷ CIPD (2007) 'Employing ex-offenders to capture talent' Survey Report, London: Chartered Institute of Personnel and Development

The past forty years have witnessed profound changes in the nature of work. The growth of 'interactive service work' means service jobs increasingly present the most accessible route into work for many groups including offenders. It is crucial that former offenders are equipped with the skills to fill labour market gaps and that barriers to demand are addressed.

Existing Provision

Some prisons have developed strong links with local employers and provide through the gate support for locally released prisoners. In addition, through Jobcentre Plus, employment surgeries are now available in the vast majority of prisons to provide job search and benefits advice. Freshstart appointments can be arranged before release to link former offenders to Jobcentre Plus in the community. For those with drug problems, specialist help is available through progress2work.

Yet prison inspection reports show that custody planning is often poor for the majority of short-term and remand prisoners.²⁸ For example, of six category C prisons inspected in 2008, only two had developed active links with local employers.²⁹ Anecdotal evidence further suggests that resettlement provision is patchy, with existing initiatives only available in some areas or targeted at specific groups.

A wide range of agencies and organisations from the voluntary sector work with former offenders with complex needs to meet some of these gaps. The third sector conducts a range of activities, including skills training, assistance with job searches, action to tackle non-employment problems such as housing and drug abuse, and efforts to reduce employer discrimination.³⁰ Indeed, third sector organisations tend to find it easier than official bodies to establish a position of trust with serving and former offenders.

Analysis suggests a number of common themes among successful third sector schemes: effective partnerships, client-adviser relationships, flexible and individual-focused support, continuity of care and ongoing support. However, effective co-ordination remains a major challenge to overcome.³¹

While third sector organisations such as St. Giles Trust ably support pilots in several areas, there is a vital need to develop and diffuse a sustainable approach to assist offenders at the critical transition point of leaving prison. In particular, there appears to be a gap in provision for non-statutory offenders (i.e. those serving less than 12 months in custody) who are at risk of re-offending, and may still be very vulnerable, but do not have a specific problem such as a drug addiction.

²⁸ HM Chief Inspector of Prisons for England and Wales (2010) Annual Report 2008-09, London: HM Inspectorate of Prisons.

²⁹ Ibid.

³⁰ Metcalf, H. Anderson, T. Rolfe, H. (2001) 'Barriers to employment for offenders and ex-offenders', Research Report No 155, Department for Work and Pensions. London: HMSO

³¹ HM Chief Inspector of Prisons for England and Wales (2010) Annual Report 2008-09, London: HM Inspectorate of Prisons

Options for change

The concept of Employment Deployers is based on managing the transition out of custody with a particular focus on employment. Without adequate preparation for life out of custody, an offender will often return to the behaviour that led them to prison. By contrast, prisoners who receive a package of tailored support are far more likely to progress into sustainable employment and a productive life participating in society.

Our research has identified some of the key aspects of employment support and explored the successful elements of other welfare-to-work schemes with a proven track record. One factor that increases the likelihood of successful resettlement and job retention is continued support and aftercare. Another crucial part of gaining and retaining employment is the development of soft skills including resilience, confidence, and team-working.

Services that offer firm guidance (and sometimes criticism), but also allow people to make mistakes, provide the opportunity to move forward slowly and are highly valued by service users.³² It is important that there are sufficient rungs on the progression ladder to help avoid the problems associated with participants dropping out of programmes. The concept of distance travelled is useful in relation to this.

Enhanced Provision

The solution in many cases is to pilot new schemes in areas characterized by major gaps in support. The aim of these schemes would be to prepare and support offenders at the crucial transition points with the end goal of securing sustained employment. The wrap around package would combine elements of mentoring, access to appropriate training which reflects local demand, talent-pooling and job brokering. Unlike many other schemes the proposed intervention would also include 'through the gates' support, the management of a former offender's risk in the community and supported employment.

In particular, the employment angle could well be strengthened by two new approaches to flexible job opportunities. Slivers-of-Time uses new technology to make local labour markets more flexible. Their markets allow small amounts of time (an hour, a day, a week) of local people to be booked. Applied to former -offenders, this would give them a more even-paced introduction to working life, as well as enabling employers to manage the risks more effectively. Another tool that could be utilised are websites that highlight a 'Talent Pool' of former offenders meeting 'skilled to work' certifications to employers with a commitment to hiring former offenders.

³² Watts, B. (2010) *Weathering the Storm: Negotiating Transitions in Britain Today*, London: The Young Foundation

Co-ordination

Another approach, in areas where various schemes are operating well but largely in isolation would focus on ensuring that people talk to each other better. Without effective co-ordination and diffusion of information, various problems can and do arise – a duplication of services; an inability to pick up on the best ideas; an absence of reliable evidence on efficacy; lack of understanding of employer preferences.

The challenge is to strengthen mutually beneficial connections between local authorities, practitioners and providers, to overcome this problem. We believe that the answer involves a broker being employed for a given area, tasked with identifying better ways of working at the crucial junction points in the system. In particular, the role would entail the following themes:

- *Increase providers' ability to market their best ideas to commissioners.* The broker would work with civil society, acting to highlight funding streams, clarify commissioners' perceptions and preferences, and support production of the evidence needed to demonstrate the value for money of successful schemes;
- *Increase commissioners' ability to tap into the good ideas in the area.* The broker would highlight good practice in the area, and identify gaps and duplication in transition support. A further objective could be to showcase benefits from changes to statutory bodies' policies (such as greater incentives for Jobcentres to support former offenders into employment).
- *Enhance effective ways of working between providers,* for example by supporting initiatives to promote data sharing on offenders' support and progress, or identifying ways to strengthen local employer engagement programmes.

Public sector efforts to strengthen co-ordination have generally focussed on better relations between prisons / probation and local authorities. The Justice Select Committee recently identified 'very promising' examples of integrated planning between local criminal justice boards and crime & disorder reduction partnerships / community safety partnerships.³³ Its research suggested, however, that these practices are far from widespread. Nor does it follow that strong partnership between statutory bodies must bring strong partnerships with civil society; and even to a limited agenda there is a huge range of potential civil society connections.

Implementation Issues

Support programmes face many difficulties in achieving desired results. Projects such as *WorkOut* (operating in London from 2005 to 2008) have found a lack of ring fenced contracts for the creation of former offender work, a need to expend much time engaging potential employers, and major disincentives to work due the structure of the UK welfare system.

³³ House of Commons Justice Committee (2010) Cutting crime: the case for justice reinvestment, First Report of Session 2009–10, London: The Stationery Office

Lack of reliable information and problems with data sharing can present significant problems. Prisons frequently do not keep information about where people are returning to, and it is often very difficult to track offenders when they are transferred between prisons, or to identify release dates in good time. There is no simple solution to how this problem can be overcome but if an effective relationship can be built up, this is a major step towards success. An experienced prison-based worker is the ideal situation.

Funding is fundamental to sustainable operations over the longer term. A one to three year timescale is common for public sector, corporate responsibility and charitable funding.³⁴ Even a successful social enterprise such as Blue Sky needs donations and public funding of around half its turnover. Yet, in a tight fiscal situation, commissioners will be prepared to adopt good practice providing there is clear, robust evidence of better results for lower costs.

An important variant of public sector funding among other Payment By Results mechanisms is Social Impact Bonds. These separate out the roles of funder for investments, deliverer, and payment back on achievement of results. In particular, a scheme in the privately-run Peterborough Prison has recently been agreed on the basis that the Ministry of Justice will make payments to the funder if substantial reductions in re-offending rates are achieved.

Illustration of social impact bonds applied to criminal justice



³⁴ CIPD, (2004) Employers and offenders: Reducing crime through work and rehabilitation – see also problems with renewing funding for the St Giles Trust 'Through the Gates' programme despite a glowing evaluation.

Future developments

With intense pressures on the criminal justice system over the coming years we see an urgent need for more employment support for former offenders – and rapid trialling of alternatives to find out which are most viable, and which can achieve the greatest impact whilst remaining cost effective. The move towards commissioning on a payment by results basis necessitates the development of models which can clearly demonstrate the results they achieve. In this context, there needs to be a more systematic approach to the management of knowledge about what works in supporting former offenders.

There are major benefits for society, the public sector purse, and for offenders themselves if a platform for enhanced support for former offenders can be put in place for important transition stages. Whilst much useful work has already been undertaken by a range of providers, the problems remain severe, and the trend, if anything, is for a worsening position given the cut-backs to the public sector and subdued economic position for the private sector.

Annex: Examples of Existing Provisions

Blue Sky Development and Regeneration

- Social enterprise that helps people find paid work on release from custody and make a successful transition into permanent employment.
- Employs former offenders directly in the grounds maintenance sector and couples this with training, support and encouragement. Supervisors are former offenders themselves that act as mentors and role models.
- On satisfactory completion of a six month contract, Blue Sky's partners guarantee permanent jobs to suitable employees.

National Grid Transco – Young Offender Programme

- Pioneering programme which trains offenders as gas industry operatives giving them the opportunity to gain a valuable skill with good career prospects – while also meeting the skill requirements of the gas industry.
- Offenders are put on a 13 week Gas Network Operative (GNO) NVQ level 1 course which they attend under release on temporary licence. If successfully completed, trainees are guaranteed a job offer and support from one of Transco's contractors.
- NGT is working with the Prison Service to roll out the programme and encourage others to develop similar opportunities.

Switchback

- Switchback supports a relatively small number of 18-24 year olds in an intensive way to build on skills learnt in prison kitchens. Before release, a Switchback Mentor helps clients to plan for a stable future, and meets them on the day of their release.
- Trainees start at Crisis Skylight Café in the kitchen or front-of-house as soon as they are released where they receive professional training and complete qualifications.
- Mentors help trainees to focus on punctuality, reliability and managing work relationships, as well as wider issues (where necessary) such as finding stable housing, and addressing mental health and drugs and alcohol issues. Switchback arranges mock interviews and training courses, and works closely with a wide range of employers to organise visits, work placements and job applications.

Foundation Training Company

- Provides resettlement programmes in several prisons as well as running two community based programmes in London.
- The FTC intervention is tailored to the needs of the individual irrespective of whether they are in custody or the community. Incorporated into the model are elements of co-ordination, preparation and on-going support.

Timpson

- UK's largest shoe repairer, key cutter, engraver and watch repairer.
- Actively recruit and provide practical support for former offenders including a full time training facility at HMP Liverpool and HMP Wandsworth in London.