

As Royal College of Nursing professional lead for criminal justice nursing I am really delighted to commend to practitioners, providers of services and commissioners this excellent resource which will really provide the much needed steer towards best practice. I am confident that it will make a real difference to the nursing care, support and treatment of those people who are in prison and other criminal justice settings.

Ann Norman

Royal College of Nursing Professional lead – criminal justice nursing

The Nursing and Quality Team from NHS England – South (South East) would like to thank Health Education Kent, Surrey and Sussex for their financial support, the South East Universities, commissioning and provider teams working in Health and Justice across Kent Surrey and Sussex for their help and support in the development of this guide.

We would also like to thank Carol Williams (MSc, BA [Hons] RGN, RSCN), Nursing & Healthcare Consultant for leading on the development of this guide

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METHODOLOGY

A list of key individuals and groups were identified with the Deputy Director of Nursing & Quality and Quality Lead within NHS England –South (South East).

This included:

- Higher Education Institutions within Kent, Surrey and Sussex
- Individuals on the Health & Justice Sector Steering Group
- Nurse Managers working within health & justice settings across the patch
- Commissioners
- Professionals within the Royal College of Nursing (RCN) and Royal College of Paediatrics & Child Health (RCPCH)

Information arising from two other projects being undertaken in conjunction with the competency work was also used to develop the framework. This included a short film outlining the experience of a service user and interviews with staff working in the services. Information gained from hearing about the development of 'Nina's Story' helped identify core skills required by staff to help this lady turn her life around, such as listening and empowering.

An on-line search for competency documents relating to health and justice nursing was undertaken to determine whether frameworks existed which were relevant to all areas of health and justice nursing. In addition, policy and guidance relating to the provision of health services in secure settings was reviewed. These are referenced within the competence framework to signpost staff using the framework to further reading and relevant guidance. In order to support staff websites are provided to enable access to current guidance.

An online search of higher education courses for nurses in relation to health and justice nursing was undertaken to inform discussions with higher education providers.

In order to provide a focus for discussion, a list of broad topic areas was compiled to focus discussion with individuals. These areas were:

- What is it like working in a secure healthcare setting? What makes it different to working in mainstream NHS settings?
- What are the core skills required by registered and non-registered staff?
- What access is there to education, including higher education programmes?
- Why is recruitment and retention poor? What is the impact of regular agency usage?
- With the range of providers involved in healthcare provision, how is care coordinated?

After each face to face or telephone interview, the information was reviewed and additional questions added where required. The information relating to knowledge and skills was used to develop a number of competency documents, which have been drawn together to provide a competency framework for registered and non-registered staff between Bands 3 and 8.

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SECTION 1: GUIDANCE

This framework identifies the key areas of competence required by healthcare support workers, assistant/associate practitioners and registered nurses working in the health and justice sector. It includes reference to the Skills for Health 'Career Framework' levels to illustrate progression in knowledge, skill and career development. It takes account of feedback from services within Kent, Surrey and Sussex, national guidance relating to skills and development and requirements of HMIP (Her Majesty's inspectorate of Prisons) and CQC (Care Quality Commission), as well as sector specific guidance related to health and justice settings (see reference list).

PURPOSE OF THE FRAMEWORK

This framework is aimed at managers and clinical staff to provide structure and consistency to staff development following induction within criminal justice settings, in order to achieve and maintain safe standards of care. It provides progression of competence from Band 2 to Band 8, indicating the level of competence expected of both non-registered and registered nursing staff. In addition, it includes the additional competencies required by individuals working with children and young people and with women in criminal justice settings. The competence framework can be used alongside structured career and educational pathways for registered nurses working in justice settings (appendix 2) and in conjunction with local clinical workbooks and more detailed competencies relating to specific aspects of practice such as medicines management, wound care and venepuncture.

The framework provides generic competencies to be achieved in criminal justice settings regardless of the registered qualifications and prior experience of registered nurses working in these settings. It recognises that registered nurses come from all branches of nursing: adult, learning disability, children's and mental health and may have experience in a range of settings including acute, primary care and mental health services. Therefore, it should provide a basis for the development of individual development plans linked to local appraisal strategies.

SCOPE OF THE FRAMEWORK

The Competence Framework applies to:-

Registered and unregistered practitioners involved in direct care in primary care, mental health, substance misuse or specialist teams in criminal justice settings in Kent, Surrey and Sussex, including:

- Associate/ Assistant practitioners
- Health Care Support Workers
- Registered Nurses working with both adults and children in justice settings
- Registered Mental Health and Learning Disability Nurses working within justice settings
- Registered Midwives working with women in justice settings

APPLICATION OF THE FRAMEWORK

The framework recognises the specific standards and regulatory requirements for both registered and unregistered staff and provides a foundation for all staff to meet these requirements within criminal justice settings. It should be introduced to staff during induction periods to promote discussion about the framework and enable staff to consider their own learning needs before developmental objectives are established with a mentor. The identification of mentors will depend on the local setting and services delivered, but all mentors should have undertaken an accredited course in mentorship and assessment in clinical practice.

The individual sections of the framework can be used flexibly, depending on the client group within individual criminal justice settings. However, the health care support worker (Section 2), health promotion (Section 3) and core competencies (Section 4) are for use in all settings. Health promotion and core competencies are relevant to all professionals and will be used based on the needs of the local service and the personnel providing specific aspects of care.

Section 5 focuses on the clinical skills required by registered nurses working in criminal justice settings. It provides an overview of a wide range of clinical skills required by all registered nurses, especially those providing the day to day core clinical services to the prison population. It can be used alongside annual appraisal to monitor competence, especially where skills are used infrequently and to contribute to personal development plans.

In some settings, these clinical skills will be delegated to and undertaken by healthcare support workers and assistant/associate practitioners. In this case, the clinical skills section can be used alongside more detailed, specific workbooks and competence assessment of the individual skills, designed for healthcare support workers and assistant/associate practitioners.

Sections 6 and 7 relate to professionals working in criminal justice settings for women, children and young people, building on the competencies outlined in Sections 3 to 5. In these sections the competencies reflect issues which are specific to these client groups, covering all aspects of healthcare, including health promotion. In some settings, some of these aspects of care may be delegated to non-registered staff following relevant education and training and who have been assessed as competent to provide specific aspects of care. The individual Band 5 competencies can be used during appraisal to discuss individual development needs with non-registered practitioners, but it is not expected that non-registered practitioners will be assessed against all aspects of the children and young people or women's services frameworks. Section 8 relates to the leadership and management skills required within criminal justice settings and focuses on clinical managers at Band 7 and service managers at Band 8.

Section 9 provides a framework for the development of specialist and advanced nursing practice, where registered nurses have a high degree of autonomy within service provision. This framework provides a structure for clinical career development in criminal justice settings to enable registered nurses with high levels of knowledge and skill to provide some services currently only provided in hospitals within the criminal justice setting.

SECTION 1A: REFERENCES

The following references have been used within the individual sections of the competency pack and can be found where they relate to specific aspects of practice.

Care Quality Commission (2015) How CQC regulates: Health and social care in prisons and young offender institutions and healthcare in immigration removal centres. Provider handbook, London: CQC

Department of Health (DH) (2005) Offender Mental Health Pathway, London: DH DH (2008) Refocusing the care programme approach: policy and positive practice guidance, London: DH

DH (2013) Nursing and Midwifery actions at the three levels of public health practice, Department of Health & Public Health England Lord Harris (2015) Changing Prisons, Saving Lives: Report of the Independent Review into Self-inflicted Deaths in Custody of 18 to 24 year olds, London: HM Government

Health Education England (2015) The Care Certificate Standards HM Government (2014) Multi-Agency Practice Guidelines: Female Genital Mutilation, London: Home Office

HM Government (2015) Working Together to Safeguard Children: A guide to interagency working to safeguard and promote the welfare of children, London: HM Government

Her Majesty's Inspectorate of Prisons (2012) Expectations: criteria for assessing the treatment of prisoners and conditions in prisons, London: HMIP

HMIP (2015) A joint inspection of the treatment of offenders with learning disabilities within the criminal justice system, London: HMIP Her Majesty's Prisons (HMPS) (2008) Prison Service Order 4800: Women Prisoners

National Institute for Health and Care Excellence (2016) Controlled drugs: safe use and management

National Offender Management Service (NOMS) (2012) A Distinct Approach: A guide to working with women offenders, London: NOMS Women and Equalities Group

National Offender Management Service (2015) Better Outcomes for Women Offenders, London: NOMS

NHS (2014) Five Year Forward View, London: NHS

NHS (2015) Delivering the Forward View: NHS planning guidance 2016/17 – 2020/21

NHS England (2014) Building and Strengthening Leadership: Leading with Compassion, London: NHS England

NHS England (2015) National Partnership Agreement between: The National offender Management Service, NHS England and Public Health England for the Co-Commissioning and Delivery of Healthcare Services in Prisons in England, 2015-2016

NHS Leadership Academy (2013) Healthcare Leadership Model: the nine dimensions of leadership behaviour, Leeds: NHS leadership Academy NHS Scotland (2005) Competency Framework for Nursing Staff working within the Scottish Prison Service, Edinburgh: NHS Scotland, Scottish Prison Service, QACPD

Nursing and Midwifery Council (NMC)/General Medical Council (GMC) (2015) Openness and honesty when things go wrong: the professional duty of candour, London: NMC

Prison Reform Trust (2014) Brighter Futures: working together to reduce women's offending, London: Prison Reform Trust

Royal College of Nursing (RCN) (2009) Health and nursing care in the criminal justice service, London: Royal College of Nursing

RCN (2015) Accountability and delegation: A guide for the nursing team, London: Royal College of Nursing

RCN (2015) First Steps Competence Checklist, London: Royal College of Nursing RCN (2016) The Principles of Nursing Practice, London: Royal College of Nursing Royal College of Obstetricians & Gynaecologists (RCOG) (2015) Female Genital Mutilation and its Management (Green-top guideline NO 53), London: RCOG

Royal College of Psychiatrists (2015) Standards for Prison Mental Health Services: Quality network for prison mental health services, London: RCP

Royal College of Paediatrics and Child Health (RCPCH) (2013) Healthcare Standards of Children and Young People in Secure Settings, London: RCPCH Royal College of Paediatrics and Child Health (2014) Safeguarding Children and Young people: roles and competencies for healthcare staff. Intercollegiate Document, London: RCPCH

Royal College of Paediatrics and Child Health (2015) Looked after children: knowledge skills and competencies of healthcare staff: Intercollegiate role framework, London: RCPCH

Skills for Health (2008) Career Framework Descriptors, Skills for Health; North West Workforce Hub

Skills for Health (2010) Key Elements of the Career Framework, Skills for Health; North West Workforce Hub

Skills for Care/Skills for Health (2013) Core Competencies for Healthcare Support Workers and Adult Social Care Workers in England Skills for Health (2013) Code of Conduct for Healthcare Support Workers and Adult Social Care Workers in England

Stewart W & Terry L (2014) Reducing burnout in nurses and care workers in secure settings, Nursing Standard, 28, 34, 37-45

The Howard League for Penal Reform (2011) Women in the Penal System: second report on women with particular vulnerabilities within the criminal justice system, London: The Howard League for Penal Reform

Youth Justice Board (YJB), National Offender Management Service (NOMS) & NHS England (2015) Protected Education – 60/40 split: Definition and guidance, Youth Justice Board Publication

SECTION 1B: APPENDIX 1: INDUCTION PROGRAMME FRAMEWORK

ORGANISATIONAL

- Security/ID
- Dress code
- Terms and Conditions, contract
- Staff handbook including parking, sickness, rota, holiday
- Intro to key people/teams
- Intro to department/team
- Intro to mentor
- Organisational structure
- IT systems
- Revalidation
- Access to mandatory training e.g. e-learning

GOVERNANCE

- Structures within justice setting e.g. communication & other disciplines
- Clinical risk assessment
- Code of conduct
- Policies & procedures
- Confidentiality & consent
- Incident management & reporting
- Complaints handling
- Information governance
- Safeguarding adults & children
- Vulnerable prisoners
- Supervision and appraisal
- Equality & diversity
- Mental Health Act, Capacity & Best interests

SAFETY

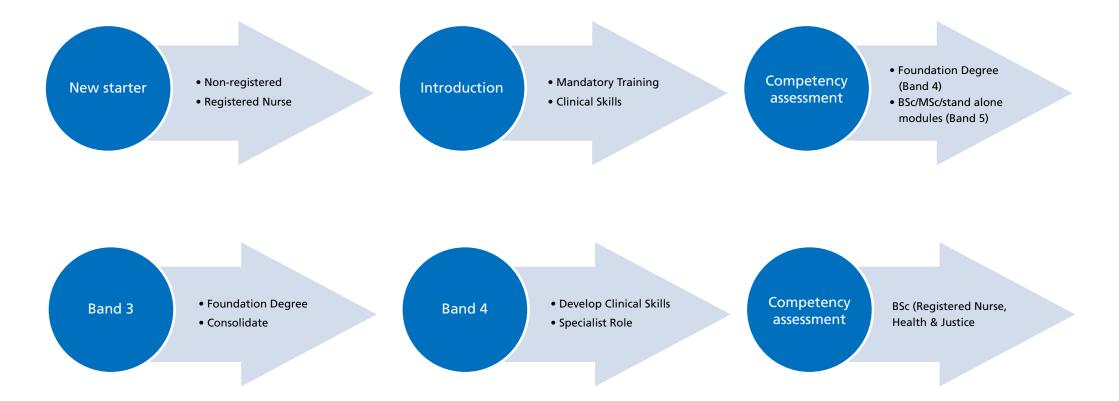
- Health & safety
- Fire
- Basic Life Support & Automated External Defibrillator (AED)
- Emergencies including equipment & response
- Manual handling
- Conflict resolution
- Personal safety breakaway
- Occupational health

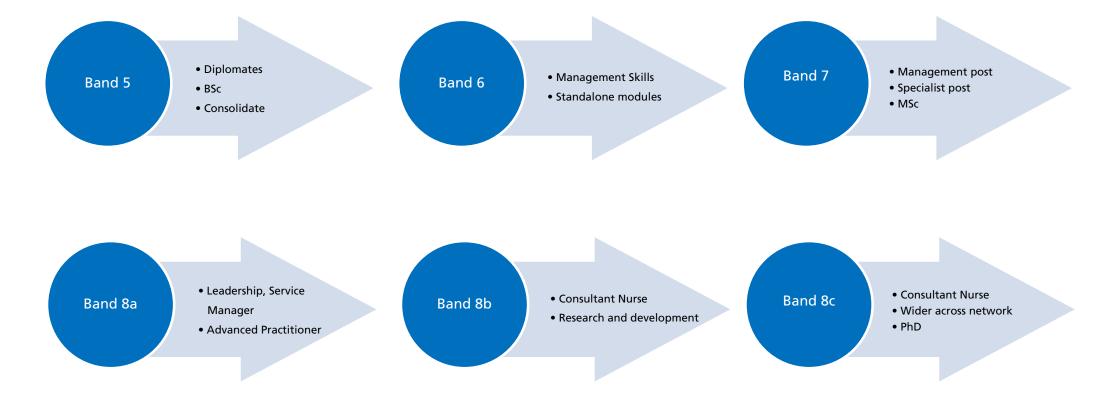
CLINICAL

(Competence assessed during probation/preceptorship period)

- Infection control
- Anaphylaxis
- Case management
- CPA
- Substance awareness
- Self-harm
- Mental health awareness
- Transfer & discharge
- Assessment Care in Custody Teamwork (ACCT)
- How clinics operate
- Medicines management

SECTION 1C: APPENDIX 2: SUGGESTED CJS EDUCATION & CAREER





SECTION 2: HEALTHCARE SUPPORT WORKER/ASSOCIATE PRACTITIONER COMPETENCIES

Healthcare Support Worker (Band 3) and Assistant Practitioner (Band 4) Competencies

This framework outlines the key areas of competence required by healthcare support workers and assistant/associate practitioners working in the health and justice sector within Kent, Surrey and Sussex. It includes reference to the Skills for Health 'Career Framework' levels to illustrate progression in knowledge, skill and career development.

This competence framework builds on the care certificate standards and the core competencies for health and social care support workers, which will usually be addressed during an individual's induction and development at cadet/support worker levels.

CODE OF CONDUCT

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Understands the guidance set out in the Code of Conduct for healthcare support worker and the underpinning standards	Supports others to understand how the Code of Conduct applies to practice	G 1-3 (Cadet, Support Worker, Senior Healthcare
Discusses and demonstrates the standards of conduct, behaviour and attitude outlined in the Code of Conduct through their practice		Assistant) S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)
Demonstrates the ability to work well within the health and wider teams, understanding the need to develop professional relationships with health and other colleagues and clients		

UPHOLDING THE RIGHTS OF INDIVIDUALS

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Demonstrates knowledge relating to an individual's right to be in control of their health & wellbeing	Applies knowledge of individual rights to be consulted about their health care in practice in the criminal justice system	1-3 (Cadet, Support Worker, Senior Healthcare Assistant) S: 3-4 (Senior Healthcare Assistant, Associate Practitioner)
Understands the individual's right to be treated as an individual	Demonstrates use of a person-centred approach when supporting individual rights in custodial settings	
Understands the individual's right to privacy of information	Demonstrates the ability to explain how an individual's information is used and stored	
Demonstrates consistency in supporting the rights of all patients	Demonstrates behaviours supporting equity & lack of discrimination	

SAFEGUARDING (ADULTS OR CHILDREN)

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Demonstrates knowledge & awareness of local and national safeguarding policy and procedures	Discusses how this is applied in custodial settings	G 1-3 (Cadet, Support Worker, Senior Healthcare Assistant) S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)
Outlines knowledge and action required in relation to national and local safeguarding policy by local team & other agencies	Identifies the signs that someone may be at risk of harm or abuse	
Demonstrates awareness of own role in safeguarding individuals and prevention of harm or abuse	Discusses staff behaviour and its possible impact on recognition and prevention of harm and abuse	
	Demonstrates behaviours required to prevent harm & abuse & reports behaviours that may lead to harm or abuse	
Demonstrates knowledge and understanding of the importance of communicating & recording concerns/ observations	Develops relationships with clear boundaries	

COMMUNICATE EFFECTIVELY

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Understands how to communicate effectively with colleagues and patients	Discusses the impact of effective and poor communication on patients and colleagues	G 1-3 (Cadet, Support Worker, Senior Healthcare
Demonstrates the ability to communicate with the wider Multi- Disciplinary Team (MDT)	Demonstrates effective communication skills with the MDT and patients	Assistant) S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)
Communicates effectively with patients applying the principles of consent	Demonstrates the ability to support colleagues in processes relating to consent	

MAINTAIN CONFIDENTIALITY

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Understands the need to treat all patient information within the organisation's guidance on information governance	Manages patient information in line with local procedures	G:1 – 4 (Cadet, Support Worker, Senior Healthcare
Seeks assistance from a senior colleague when disclosure of information may be required		Assistant, Associate Practitioner)

MENTAL HEALTH AWARENESS

General (Band 3 & 4)	Specialist (Band 3 & 4):	Skills for Health Career Framework Levels
Understands issues impacting on an individual's mental health in criminal justice settings	Articulates strategies used to reduce the negative impact of criminal justice settings on mental health	G 1-3 (Cadet, Support Worker, Senior Healthcare Assistant) S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)
Demonstrates an understanding of mental health problems experienced by patients in prisons and the situations which might exacerbate these	Demonstrates the ability to identify and prevent situations which might impact on an individual's mental health	
Demonstrates the ability to identify individuals whose mental health is deteriorating. Records and reports observations to senior staff in order to address mental health needs	Reviews individuals where there are concerns about deteriorating mental health and refers to relevant professionals to provide intervention to reduce risks associated with poor mental health	
Observes patients with mental health problems to determine changes in condition and report to appropriate colleagues		

RISK MANAGEMENT

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Demonstrates understanding of local policies, procedures & working practices	Understands and works within local guidance relating to lone working	G 1-3 (Cadet, Support Worker, Senior Healthcare Assistant) S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)
Demonstrates knowledge of risk assessments & reporting processes, including methods used to report incidents	Uses risk assessments to underpin work activity and monitors incidents to identify themes and reduce risks to staff and clients	
Reports incidents to senior health care staff, in line with local policy and procedures		
Ensures work environment meets local health and safety requirements	Demonstrates ability to work within local criminal justice system guidance to protect self, colleagues and prisoners	
Behaviours/actions support risk reduction and health & safety in the workplace		
Demonstrates knowledge of how to deal with emergencies & call for assistance	Uses basic life support skills appropriately and calls for assistance	

INFECTION CONTROL

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Demonstrates knowledge and understanding of the principles of infection prevention and control	Demonstrates the principles of infection prevention and control within the confines of the criminal justice system	G 1-3 (Cadet, Support Worker, Senior Healthcare
Demonstrates the principles of infection control including the use of protective equipment and clothing where required		Assistant) S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)

HEALTH PROMOTION

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels	
Demonstrates knowledge and understanding of the principles of health promotion in relation to a range of health needs	Maintains own knowledge of current accepted health guidance	G & S: 3 – 4 (Senior Healthcare Assistant,	
Demonstrates the ability to support individuals to change behaviours to promote health and wellbeing	Demonstrates the ability to support individuals to change behaviours to promote health and wellbeing in specific areas such as: Smoking cessation Immunisation/vaccination Sexual health Nutrition	Associate Practitioner)	
Undertakes health assessments in line with local guidance, recording outcomes and reporting to relevant professional	Undertakes NHS health checks, recording findings and providing advice regarding action required. Reports findings to relevant professionals		

MEDICINES MANAGEMENT

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Demonstrates knowledge and understanding of local policy and procedures relating to medicines management, including observing administration, safe storage and recording medicines given	Demonstrates knowledge of the law relating to controlled medications and outlines the substances this relates to	G & S: 3 – 4 (Senior Healthcare Assistant, Associate Practitioner)
Maintains the security of medications in line with local policy and practice	Demonstrates competence when acting as second checker for controlled medications	
Checks patient identity against prescription	Observes individual patients taking medication	
Supports patients to take medication in line with local policies and under the supervision of a registered nurse		

SUBSTANCE MISUSE

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Demonstrates knowledge and understanding of the substances most commonly abused in criminal justice settings	Demonstrates knowledge of the signs individuals display when abusing substances and reports these appropriately	G 1-3 (Cadet, Support Worker, Senior Healthcare Assistant) S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)
Understands the methods of identifying substance misuse including body fluid sampling	Effectively records and reports findings from body fluid sampling	
Demonstrates knowledge of the role of the substance misuse team and the services they provide	Works with the substance misuse team to provide support and interventions based on a plan of care for individual people	

CLINICAL OBSERVATIONS AND INVESTIGATIONS

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Demonstrates knowledge of the reasons for health assessments for all individuals accessing custodial settings	Works within local policies and procedures to undertake health assessments independently, reporting findings to relevant teams where required	G & S: 3 – 4 (Senior Healthcare Assistant, Associate Practitioner)
Explains procedure to patient and answers any questions prior to commencing observations or investigations		
Understands the importance of using senses and equipment when assessing patient's health status and monitoring patient over a period of time to establish an accurate picture of health status	Undertakes a full assessment of patients, not relying on single parameters but using all observations and investigation information. Documents and reports findings	
Records vital signs and other clinical parameters appropriately and uses these in conjunction with observation of the patient to determine changes in condition. Reports deterioration to senior colleagues	Records and reports information from clinical observations to support accurate decisions in relation to care planning	
Undertakes Electrocardiograms (ECGs); explains the process to and supports the patient, demonstrates appropriate electrode placement, checks recording and reports to relevant professional		
Demonstrates the ability to collect and test specimens as required and document results accurately		

BLOOD SAMPLING

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Demonstrates knowledge and understanding of the principles and practice of phlebotomy, including supporting the patient, infection control, consent, selection of equipment and appropriate labelling of bottles and disposal of items used	Runs phlebotomy services for patients alongside other healthcare professionals to ensure relevant investigations are undertaken	G & S: 3 – 4 (Senior Healthcare Assistant, Associate Practitioner)
Demonstrates competence in venepuncture in line with local policies and guidance		

FIRST AID AND WOUND CARE

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Demonstrates knowledge and understanding of the principles of infection control	Applies the principles of infection control to all aspects of clinical work and supports others to prevent the spread of infection	G & S: 3 – 4 (Senior Healthcare Assistant, Associate Practitioner)
Applies the principles of first aid to treat minor wounds/ traumatic injuries	Effectively provides treatment for minor wounds and minor injuries in line with local guidance	
Demonstrates the knowledge and skills required to staple wounds under delegation from a registered nurse		
Demonstrates the ability to manage wounds in line with prescribed care	Demonstrates the ability to assess a wound and suggest appropriate dressings/treatment in discussion with a registered nurse	

PROVIDE FOOD AND DRINK TO PROMOTE HEALTH & WELL-BEING

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Discusses and demonstrates understanding of a healthy balanced diet	Encourages individuals to make choices that reflect their health needs	G 1-3 (Cadet, Support Worker, Senior Healthcare Assistant) S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)
Demonstrates knowledge of food handling and hygiene	Demonstrates knowledge of a range of special diets to reflect individual health needs	
Makes accurate records of dietary intake when diet is monitored and reports findings as required		
Identifies individuals who are refusing or eating little food and monitors intake to reduce risk of significant weight loss and the associated health risks Reports concerns to senior staff		
Regularly monitors weight of individuals who are at risk of weight loss/gain, such as elderly patients and reports findings to senior clinical staff		

PERSONAL DEVELOPMENT

General (Band 3 & 4)	Specialist (Band 3 & 4)	Skills for Health Career Framework Levels
Maintains knowledge and skills to reflect local practice and guidance		G 1-3 (Cadet, Support Worker, Senior Healthcare
Actively seeks information & training where a learning need is identified		Assistant) S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)
Works within personal knowledge and competence seeking help as required		
Actively engages in appraisal and supervision processes		

SECTION 3: HEALTH PROMOTION

The health promotion competency framework will apply to all healthcare workers in criminal justice settings, as health promotion forms a part of the majority of interactions with individuals with existing health problems and is fundamental to the NHS priority to encourage health and wellbeing. The role of registered nurses in public health and promoting health is important across all healthcare sectors, including acute, community, primary care and mental health services. As registered nurses in criminal justice settings are applying skills relating to all of these services, they are well placed to provide health promotion advice to individuals with multiple needs and must look for opportunities at each contact with clients, as access to health services can be limited for individuals in criminal justice settings.

In addition, health promotion is often provided in sessions to promote healthy lifestyles, reduce risky behaviours and encourage resilience and effective coping strategies for individuals of all ages within custodial settings. A number of non-registered healthcare staff may have roles focusing specifically on the provision of health promotion: the staff involved will be determined by local service need and the skill mix available.

HEALTH PROMOTION

Bands 3/4/5	Band 6 and above	Career Framework Level
Demonstrates the ability to maximise opportunities to deliver health promotion messages, to empower the service user to improve individual health and well-being, through healthy lifestyle choices	Works with the team to undertake a health needs assessment in order to plan and provide a range of health promotion services based on the needs of the service population	S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner)
Delivers health promotion clinics and teaching to encourage greater knowledge and understanding of the benefits of good health and positive health behaviours to promote individual responsibility for maintaining health	Monitors the impact of health promotion strategies and interventions in order to review planned provision and make appropriate changes	
Encourages and enables access to primary care services, such as opticians, dentists and GPs, to promote screening available in the community		
Encourages individuals to access specialist health services provided, including specialist registered nurses in long term conditions, psychologists and the substance misuse team	Supports individuals to discuss the range of health services available and to choose and prioritise the services they wish to use	
Enables individuals to access rehabilitation services, including services for people with chronic respiratory or cardiac problems	Works with specialist teams to provide rehabilitation and specialist clinics for people with chronic health problems or disabilities	

REDUCING RISKY BEHAVIOURS

Bands 3/4/5	Band 6 and above	Career Framework Level
Ensures access to education, literature and support to enable individuals to reduce harmful activities and develop positive health behaviours This includes access to information about smoking cessation, substance misuse, sexual health and psychological services	Encourages individuals to develop a range of coping strategies to reduce involvement in risky behaviours.	S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior
Applies current best practice evidence and government guidance to health education and support provided to clients		Practitioner)

MENTAL HEALTH PROMOTION

Bands 3/4/5	Band 6 and above	Career Framework Level
Demonstrates and applies knowledge of the Mental Health Act, common mental health problems and possible management approaches to improving mental health	Assesses the issues with criminal justice settings which might have a negative impact on mental health and promotes strategies to address this	S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner)
Encourages individuals to consider issues which impact negatively on personal mental health and supports them to develop strategies to reduce these, including misuse of drugs and alcohol		
Encourages individuals to consider issues which lead to positive and negative self-images and promotes strategies to develop positive self esteem		
Supports individuals to consider the impact of release from secure settings and to develop strategies to continue to take responsibility for own health through positive health behaviours	Ensures that plans to promote continuity of care are in place and include information relating to concerns and successes in healthy behaviours	

CONTRACEPTION & SEXUAL HEALTH

Bands 3/4/5	Band 6 and above	Career Framework Level
Provides a range of sexual health services based on the needs of individuals, including: • Screening • Preventing pregnancy & management of unwanted pregnancy • Information and provision of contraception • Monitoring sexual health and preventing sexually transmitted infections • The impact of sexual health problems on emotional wellbeing		S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner)
Provides access to a range of published materials relating to contraception and sexual health issues to support services provided		

SEX & RELATIONSHIP EDUCATION

Bands 3/4/5	Band 6 and above	Career Framework Level
Promotes positive relationships with friends, family and partners by providing opportunities to discuss relationship concerns, identify positive elements of a healthy relationship and identify individuals within own family and friends network who are positive role models		S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner)
Provides opportunities to discuss positive sexual relationships, supporting young people to be assertive and understand the impact of their sexual activity on their emotional wellbeing		
Provides access to a range of published materials to support discussions to promote positive relationship building		

PHYSICAL ACTIVITY & HEALTH

Bands 3/4/5	Band 6 and above	Career Framework Level
Carries out NHS Health Checks in line with both local and national guidance		S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner)
Encourages discussion relating to behaviours that have a negative impact on physical health including smoking, poor diet, alcohol and drug misuse and lack of exercise, enabling individuals to consider the impact of these behaviours on their own health	Provides specialist health input into health promotion activities relating to chronic problems such as respiratory and cardiac problems	
Provides information about the benefits of physical activity on both physical and mental health, actively promoting use of the exercise opportunities available within criminal justice settings	Supports individuals with chronic health problems to develop positive health behaviours through education and referral to specialist services	
Encourages individuals to change behaviours to improve health and wellbeing		
Monitors physical health and psychological well-being to determine the impact of exercise and other behaviour changes and provides encouragement and positive reinforcement where health has improved		

NUTRITION

Bands 3/4/5	Band 6 and above	Career Framework Level
Provides opportunities for individuals to learn about and discuss healthy diet and the importance of good nutrition, including opportunities to experience a healthy diet		S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)
Provides access to a range of published materials to support discussions to promote healthy eating		5 (Practitioner) 6 (Specialist/Senior Practitioner)
Provides opportunities for discussion and learning for individuals with illnesses impacted by diet, such as diabetes and high blood pressure	Provides specialist dietary input into health promotion activities relating to diseases such as diabetes and heart disease	
Supports individuals to develop a healthy eating plan, monitoring the impact on their health and wellbeing		

SUBSTANCE MISUSE AND HEALTH

Bands 3/4/5	Band 6 and above	Career Framework Level
Provides education and encourages discussion regarding the dangers of substance misuse, including: • Alcohol • Illegal drugs • Legal highs • Cigarettes	Provides specialist drug and alcohol advice for health promotion activities relating to substance misuse as required	S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner)
Encourages discussion to explore the impact of substance misuse on lifestyle choices, health and relationships, in order to promote positive lifestyles		
Provides access to a range of published materials to support discussions to promote reduction/cessation of substance misuse		
Provides smoking cessation clinics to support individuals to consider the benefits to their health and give up cigarettes		

INFECTION CONTROL

Bands 3/4/5	Band 6 and above	Career Framework Level
Provides education in the prevention of spread of infections, including blood borne viruses, to both prisoners and the multiprofessional team	Provides specialist treatment advice for health promotion activities relating to blood borne infections	S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner)
Encourages individuals to access advice and screening for blood borne infections, especially for those individuals whose lifestyle placed them at risk of infection		5 (Practitioner) 6 (Specialist/Senior Practitioner)
Encourages individuals with blood borne viruses to access confidential advice and support, providing information relating to current treatment and referral to specialists		

SECTION 4: CRIMINAL JUSTICE SYSTEM CORE HEALTHCARE COMPETENCIES

These competencies are specific to criminal justice settings, outlining the level of competence expected of new and junior members of staff and more experienced clinical staff. Therefore, they are applicable to both non-registered and registered nursing staff working within criminal justice settings and will build on knowledge gained at induction to the service. Responsibility for the standards of care, appropriate delegation of interventions and evaluation of outcomes remain with the registered nurses working within the service.

WORKING IN THE CRIMINAL JUSTICE SYSTEM

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Demonstrates knowledge and understanding of the national partnership arrangements between the health and justice sectors		1-4 (Cadet, Support Worker, Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Demonstrates knowledge of the policies of the wider organisation and the impact on healthcare provision	Utilises knowledge and understanding of the 'whole system' within custodial settings and the importance of the policies, procedures and the roles of other professionals within custodial settings and supports colleagues to apply these	
Communicates and collaborates effectively with other healthcare providers and criminal justice staff, as well as external providers to ensure services meet the needs of individuals and are provided in a coordinated way	Manages stakeholder relationships to ensure effective communication and collaboration, ensuring health care services are provided in partnership with other professionals both within the organisation and external agencies	
Demonstrates knowledge and understanding of the relationship between poor health and crime and how this impacts on the needs of people detained within criminal justice settings		
Demonstrates the ability to maintain security and compliance with local policies and how failure to comply with local security policies impacts on self, colleagues and patients		
Demonstrates the ability to maintain personal safety and acts in a way that maintains the safety of colleagues and patients	Manages shifts to ensure staff are not placed at risk and the security of patients is maintained	
Communicates effectively with all health care teams working within custodial settings to ensure information sharing and continuity of care This includes Prison Reception Registered Nurses and visiting medical and nursing staff.	Ensures relevant information relating to individual patients is shared with those professionals requiring the information Monitors the effectiveness of communication	
Demonstrates knowledge of the situations in which personal behaviour is most likely to have a negative impact on security and safety of individuals and information	Identifies situations where individual actions or internal systems might negatively impact on security and safety of information, individual prisoners or staff Shares this with colleagues in the wider service to agree a solution	

TEAMWORK AND INDIVIDUAL ROLES

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Demonstrates understanding of the role and responsibilities of healthcare workers and teams within the wider service	Plans healthcare services in collaboration with the wider criminal justice setting, providing advice regarding current practice and professional guidance	1-4 (Cadet, Support Worker, Senior Healthcare Assistant, Associate Practitioner)
Communicates effectively with all members of the multidisciplinary team within criminal justice settings		5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Considers the impact of own communication style on colleagues and prisoners to reduce possible conflict occurring	Monitors communication within the team to identify communication styles which may lead to conflict with both team members and patients	

CONFIDENTIALITY

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Demonstrates the ability to maintain confidentiality of individual people in custodial settings in line with legal guidance, national and local policies	Supports colleagues to understand confidentiality guidance and application within the clinical setting	1-4 (Cadet, Support Worker, Senior Healthcare Assistant, Associate Practitioner)
Maintains patient records in accordance with the law and professional and local guidance	Contributes to the development of guidance on confidentiality to ensure that practice relating to healthcare records meets the standards required by healthcare providers	5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner) 8 (Consultant)

SAFEGUARDING

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Demonstrates the ability to work within local safeguarding guidance.	Supports colleagues to understand and apply local safeguarding guidance	1-4 (Cadet, Support Worker, Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Demonstrates knowledge of procedures required to report safeguarding concerns and uses these appropriately	Supports colleagues to report safeguarding concerns or incidents and document these accurately	
Identifies vulnerable individuals such as travellers, individuals who have experienced domestic violence and those who have been abused, and ensures plans to protect them include confidentiality and prevention of abuse	Reports safeguarding incidents to the local safeguarding board and senior colleagues within the criminal justice setting	

USE OF RESTRICTIVE PRACTICES

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Understands the law relating to the use of restrictive practices in criminal justice settings and understands local guidance	Applies local guidance regarding restrictive practices and reports use appropriately	1-4 (Cadet, Support Worker, Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Explains the role of the healthcare worker in relation to planned restrictive practices both during and following the procedure		
Demonstrates the ability to clearly articulate to prison officers if a restrictive practice is having a negative impact on the prisoner's health or ability to breathe		
Advises prison officers in the event of unplanned use of force	Works with the wider prison team to provide debrief sessions for clinical staff following use of restrictive practices where required	
Demonstrates the ability to identify signs of mood change in individual patients		

CONDITIONING TRAINING

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Maintains appropriate professional boundaries at all times		1-4 (Cadet, Support Worker, Senior Healthcare Assistant,
Outlines the risks of being pressurised by patients to operate outside local policies and procedures, such as risk of divulging personal information	Supports team to identify situations in which patients might put them under pressure to work outside local policy and guidelines	Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Demonstrates the ability to resist pressure from patients to operate outside the local policies and procedures	Monitors the team and identifies staff who are at risk of pressure to operate outside local policies and procedures	

LONE WORKING

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Demonstrates understanding and use of local policies for maintaining personal safety when working alone within criminal justice settings	Monitors compliance with the lone working policy to ensure that staff do not put themselves or clients at risk of harm	1-4 (Cadet, Support Worker, Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner) 8 (Consultant)

MANAGING CONFLICT

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Understands procedures used to de-escalate potentially dangerous situations	Provides a source of support and a role model for less experienced staff in the use of de-escalation techniques	1-4 (Cadet, Support Worker, Senior Healthcare Assistant,
Demonstrates the ability to identify and de-escalate situations which could deteriorate and become dangerous	Effectively de-escalates situations	Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior
	Uses risk assessment to identify circumstances which may lead to aggression in order to mitigate risks	Practitioner) 7 (Advanced Practitioner) 8 (Consultant)

BEING RESILIENT

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Undertakes clinical supervision in line with professional guidance to reduce stress and burnout	Provides clinical supervision to team members and identifies members of the team requiring additional support	1-4 (Cadet, Support Worker, Senior Healthcare Assistant,
Identifies the need for and attends post-incident debrief sessions	Provides opportunities for staff to access debrief sessions following incidents.	Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Demonstrates the ability to identify when additional support is required to deal with difficult issues and seeks appropriate support	Supports colleagues to access one to one support where required	

IMPACT OF PERSONAL BEHAVIOUR ON PATIENTS AND COLLEAGUES

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Demonstrates the ability to outline the impact of personal behaviour on both patients and colleagues	Assesses the impact of personal behaviour on both patients and the wider team and seeks strategies to reduce negative impacts where required	1-4 (Cadet, Support Worker, Senior Healthcare Assistant, Associate Practitioner)
Reflects on personal behaviour identifying where adjustments are required to promote positive professional relationships with both patients and colleagues	Monitors behaviours displayed by team members and supports change where this is required	5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner) 8 (Consultant)

GOVERNANCE INCLUDING QUALITY & RISK

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Participates in all areas of governance demonstrating compliance with local policies and procedures	Reviews governance procedures to ensure that they comprehensively cover all aspects of service provision	1-4 (Cadet, Support Worker, Senior Healthcare Assistant,
	Assesses and puts plans in place to address local risks relating to findings of national reviews, investigations and content of published guidance such as PPO reports, Prison Reform Trust guidance and the Harris Review	Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner)
Reports and records all incidents in line with local policies This will include incidents of abuse, threatening or aggressive behaviour and harm to individuals	Investigates incidents within health services in line with local policy	8 (Consultant)
Contributes to risk assessment and management procedures within the service	Undertakes audits to identify risks to patients and staff, develops action plans and monitors implementation of these	
Demonstrates knowledge of the complaints procedure and advises patients in the use of this as required	Responds appropriately to complaints and takes action to resolve concerns of patients where possible	

PROFESSIONAL DEVELOPMENT

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Discusses the requirements of regulatory bodies in relation to practice and how these requirements are met	Proactively reviews professional development needs to meet revalidation requirements and to reflect guidance provided by nursing and healthcare bodies	1-4 (Cadet, Support Worker, Senior Healthcare Assistant, Associate Practitioner)
Identifies personal learning needs and attends training to ensure that knowledge and skills are current	Supports others to identify learning needs and access relevant training	5 (Practitioner)6 (Specialist/SeniorPractitioner)7 (Advanced Practitioner)8 (Consultant)
Seeks opportunities in practice to develop knowledge and skills	Provides learning opportunities in the clinical area and supports colleagues to gain competence in a range of skills	

DEVELOPING PRACTICE

New/junior member of healthcare staff	Senior healthcare staff	Career Framework Level
Understands the law, professional guidance and government policy relating to healthcare in criminal justice settings	Uses current research and best practice evidence, national policy and professional guidance to develop services within criminal justice settings, working in conjunction with other criminal justice colleagues such as the police and prison staff	1-4 (Cadet, Support Worker, Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner) 7 (Advanced Practitioner) 8 (Consultant)

SECTION 5: CLINICAL SKILLS COMPETENCIES

Registered nurses working in criminal justice settings will have a range of clinical skills, developed during training and previous practice. However, all registered nurses in criminal justice settings will require knowledge of clinical practice relating to long term conditions, substance misuse, mental health problems, primary care and the management of emergencies and minor injuries. The need for development of these skills and application within individual services will depend on the setting, the profile of prisoners within each establishment, and the focus of the service in which the registered nurse is working e.g. mental health, primary care. These competencies provide a structure for this broad range of competencies, which may be supported by more detailed work books and competency assessment documents related to specific clinical skills such as phlebotomy, venepuncture, medicines management and wound management. Some clinical skills may be delegated to unregistered staff, following training and assessment of competence to undertake these roles under the supervision of a registered nurse. The registered nurse remains responsible for the standard of interventions provided.

HEALTHCARE IN THE CRIMINAL JUSTICE SYSTEM

Band 5 and above	Band 6 and above	Career Framework Level
Provides care based on guidance from relevant legal frameworks and professional nursing bodies, ensuring that care provision in criminal justice settings meets the same standards as that provided in NHS settings	Supports the nursing team to provide care which reflects legal and professional guidance to provide excellence in nursing care	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates clear understanding of responsibility and accountability relating to delegation of practice to non-registered staff		
Supports external healthcare providers such as General Practitioners during clinic sessions in custodial settings		
Protects the privacy and dignity of patients within the custodial setting, demonstrating compassion, sensitivity and respect for individuals		
Provides support to prisoners to access health care facilities in order to address their health and wellbeing concerns		
Demonstrates the ability to identify the personal training required to provide clinical care to individuals, including those with special needs, such as the elderly or disabled Takes responsibility for accessing the training	Supports colleagues to identify and access appropriate training in clinical skills	
Demonstrates understanding of clinical risk management processes and application of these in clinical settings	Monitors and supports others to apply clinical risk management strategies in clinical settings	

CONSULTATION AND CLINICAL EXAMINATION

Band 5 and above	Band 6 and above	Career Framework Level
Demonstrates knowledge of the reasons for health assessments for all individuals accessing custodial settings	Monitors health assessments undertaken on admission to custodial settings	5 (Practitioner) 6 (Specialist/Senior
Demonstrates knowledge and understanding of the importance of providing information in appropriate formats and the principles of consent, capacity and coercion. Applies these in practice	Reviews information available for use with clients to ensure formats are appropriate for the full range of needs	Practitioner)
Undertakes health assessments and investigations on admission of individuals to a custodial setting and ensures that these are recorded appropriately, maintaining individual confidentiality and planning care appropriately	Ensures an appropriate health plan is implemented and relevant referrals are made where indicated by initial assessment	
Demonstrates appropriate knowledge and competence in venepuncture, working within local policies and guidance	Supports and assesses colleagues to develop knowledge and competence in venepuncture	
Demonstrates knowledge and understanding of the process for obtaining results of a range of investigations including urine and blood tests and ECGs	Demonstrates the ability to interpret investigation results, provide treatment and refer to appropriate specialists as required	
Demonstrates knowledge and skills required to undertake an ECG, providing support to the individual and explaining the procedure	Interprets ECG findings and refers to other professionals where required	
Develops a plan of care in collaboration with individual clients to meet their physical, psychological and social needs	Seeks specialist advice from other professionals to ensure health plans are comprehensive, covering all individual needs	
Provides assessment of prisoners prior to transfer or release with written referral to external providers and with consent of the individual		

CARE PLANNING AND DELIVERY

Band 5 and above	Band 6 and above	Career Framework Level
Demonstrates effective use of information gained from assessments to discuss health needs and plan care in conjunction with the individual and members of the wider healthcare team to reflect individual needs	Monitors and evaluates the care delivered within the service to ensure that care provision addresses the needs of the client group	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Effectively evaluates care provided, in discussion with the individual and wider health care team Plans further interventions as required		
Demonstrates the ability to address both physical and emotional needs of clients when planning and providing care and refers to relevant colleagues where interventions are outside personal skill set		

MEDICINES MANAGEMENT

Band 5 and above	Band 6 and above	Career Framework Level
Clearly outlines and demonstrates statutory and local requirements in relation to management of medicines	Works with pharmacists to ensure that processes comply with guidance, legislation and best practice	5 (Practitioner) 6 (Specialist/Senior
Maintains competence in administration of medicines in line with professional and local requirements	Where appropriately registered, prescribes medications in line with professional and local guidance	Practitioner)
Safely administers prescribed and over the counter medications according to local procedures and protocols	Assesses healthcare support workers to whom medicines management has been delegated and monitors competence	
Safely administers controlled drugs, complying with legal and professional frameworks and local policy	Monitors stocks of controlled drugs and reports anomalies in line with local and national policy	
Demonstrates knowledge and understanding of the risks to vulnerable patients when administering medicine	Plans care to reduce risks to vulnerable patients who require medication	

MANAGEMENT OF MINOR INJURY & ILLNESS

Band 5 and above	Band 6 and above	Career Framework Level
Assesses individuals to identify minor injury or illness and provides treatment in consultation with colleagues Explains the purpose and duration of the treatment to the individual	Assesses individuals to identify minor injury or illness and manages treatment, providing explanation regarding the purpose and duration of the treatment to the individual Makes referrals to other professionals where required	5 (Practitioner) 6 (Specialist/Senior Practitioner)

URGENT & EMERGENCY CARE

Band 5 and above	Band 6 and above	Career Framework Level
Uses triage processes to identify patients who need admission to healthcare facilities and refers to other professionals as required		5 (Practitioner) 6 (Specialist/Senior Practitioner)

EMERGENCIES IN CJS E.G. DEATH IN CUSTODY

Band 5 and above	Band 6 and above	Career Framework Level
Demonstrates knowledge and understanding of local emergency policies and procedures, including location and use of equipment		5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates effective intervention during emergencies, including provision of basic life support	Leads the healthcare interventions required during emergency situations, providing advice and guidance to prison staff as required	
Takes responsibility for provision of appropriate equipment for emergencies		
Takes responsibility for ensuring that training is up to date in relation to the management of emergencies	Leads local training in the management of emergencies in criminal justice settings, working with other professionals to provide multidisciplinary scenario training	

MANAGEMENT OF MENTAL HEALTH ISSUES

Band 5 and above	Band 6 and above	Career Framework Level
Demonstrates the ability to recognise prisoners at risk of/suffering from: Anxiety & depression Self-harm Suicide risk Psychosis Personality disorder Drug/alcohol abuse	Liaises with specialist mental health and substance misuse teams to ensure individuals are assessed and care plans established to effectively meet mental health/substance misuse needs	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates the ability to assess, plan care, support and manage treatment using recognised tools such as the Care Programme Approach (CPA) and Offender Mental Health Care Pathway where appropriate		
Provides interventions and support to reduce the risk of deteriorating mental health and self-harm Assesses and records effectiveness of interventions.		
Works effectively with specialist mental health staff to ensure continuity of care to individuals		

MANAGEMENT OF SUBSTANCE MISUSE

Band 5 and above	Band 6 and above	Career Framework Level
Understands the methods of identifying substance misuse and treatments including body fluid sampling	Initiates screening for substance misuse and involves specialist services as required, providing results of screening	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates the ability to support individuals to explore factors contributing to substance misuse in order to promote healthy lifestyles Assess and record outcomes from support provided		
Demonstrate the ability to identify the signs and symptoms of drug and alcohol overdose or withdrawal and to provide interventions to support individuals	Refers individuals to specialist substance misuse services as required	
Provides a range of interventions to support and manage individuals experiencing drug and alcohol withdrawal, in conjunction with the wider substance misuse team	Provides counselling services for individuals on drug treatment programmes to enable them to explore the problems causing their substance misuse and the impact on family and friends	
Demonstrates the ability to work effectively with the multi- professional team providing substance misuse services to promote healthy lifestyles		

SEXUAL HEALTH

Band 5 and above	Band 6 and above	Career Framework Level
Undertakes screening for sexually transmitted diseases, supporting the individual and maintaining confidentiality	Manages sexual health clinic services, providing treatment and referrals to other professionals where indicated	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Provides advice and protective aids to prevent the spread of sexually transmitted disease	Ensures individuals understand the risks associated with high risk sexual activity and encourages changes in behaviour	
Demonstrates the ability to identify women and men who may have been the victim of sexual violence and to refer them to appropriate professionals		

MANAGEMENT OF LONG TERM CONDITIONS

Band 5 and above	Band 6 and above	Career Framework Level
Provides services for individuals with long-term conditions in line with National Service Frameworks: • Coronary heart disease • Diabetes care • Respiratory disease including COPD • Long term neurological conditions e.g. dementia, epilepsy • Chronic pain • Renal disorders		5 (Practitioner) 6 (Specialist/Senior Practitioner)
Supports specialist registered nurses in clinics for patients with long term conditions	Provides specialist clinics for individuals with long term conditions, adjusting treatment and making appropriate referrals to other professionals where required.	
Promotes healthy lifestyles in individuals with long term conditions	Develops care plans in consultation with individuals, encouraging individuals to manage their condition and adopt healthy behaviours	
Demonstrates the ability to work with other health and social care professionals to meet the needs of individuals with long term conditions		

USE OF PSYCHOLOGICAL THERAPIES

Band 5 and above	Band 6 and above	Career Framework Level
Makes referrals to the relevant professionals providing psychological therapies for patients who might benefit from these interventions	Identifies individuals who may benefit from psychological therapies and refers to the appropriate professional	5 (Practitioner) 6 (Specialist/Senior Practitioner)
	Provides counselling services to enable individuals to identify strategies to manage health problems and develop positive health behaviours	

OLDER PEOPLE

Band 5 and above	Band 6 and above	Career Framework Level
Demonstrates the ability to work with the multi-disciplinary team to use the single assessment process to plan the care needs of older people in consultation with the individual	Leads the process of assessment and care planning for older people, liaising with the multi-disciplinary team both within and external to custodial settings to ensure needs are met	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates the ability to review care plans at agreed frequencies and modifies care based on the assessment		
Demonstrates understanding of the processes involved in social care assessments and liaises with social care staff to ensure provision of additional aids and equipment for individuals		
Demonstrates the ability to liaise with social care and other professionals to ensure continuity of care in the community upon release	Leads planning for resettlement and ensures effective communication with community teams on release from criminal justice services	

END OF LIFE CARE

Band 5 and above	Band 6 and above	Career Framework Level
Demonstrates the ability to support individuals to discuss wishes relating to palliative and end of life care in order to develop individualised plans of care	Supports individuals to develop end of life care plans and communicates this to the wider healthcare team	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Understands and follows agreed procedures for planning palliative and end of life care, including referral to specialist professionals	Provides support and education to staff working with individuals with terminal illness and at the end of their life, to ensure high standards of both physical and emotional care	

MANAGEMENT OF PEOPLE WITH DISABILITY

Band 5 and above	Band 6 and above	Career Framework Level
Demonstrates the knowledge and skills to assess the needs of individuals with learning disabilities, using approaches suitable to the individual	Demonstrates the ability to lead care planning for individuals with learning disability and liaises with the multi-professional team to provide care and support, including an appropriate adult where required	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Reflects on knowledge and skills to identify areas of training required to effectively meet the needs of disabled people	Supports colleagues to develop the knowledge and skills to effectively care for disabled people	
Ensures all individuals with learning disability are identified on admission to custodial settings , using agreed local processes and procedures.	Demonstrates the ability to provide specialist advice on the management of individuals with learning disability (specialist nurse)	
Uses agreed screening tools to identify individuals with learning disability, where appropriate		
Provides supports to enable individuals to understand custodial process and information provided and recommends provision of appropriate activities to meet individual needs		

THE USE OF ALTERNATIVE THERAPIES

Band 5 and above	Band 6 and above	Career Framework Level
Demonstrates the ability to discuss the benefits of alternative therapies such as hypnosis and acupuncture with individuals, in order to support health care needs through symptom management	Demonstrates the ability to lead care planning for individuals with learning disability and liaises with the multi-professional team to provide care and support, including an appropriate adult where required	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Refers individuals for alternative therapies where these might be beneficial to the individual's treatment	Supports colleagues to develop the knowledge and skills to effectively care for disabled people	

TRAINING AND SUPERVISION OF HEALTH CARE STAFF

Band 5 and above	Band 6 and above	Career Framework Level
Provides training and supervision to healthcare support workers and student nurses working within the service, completing formal assessments as required	Manages the workload of unregistered and registered staff within the service providing supervision to all grades of staff including students Ensures staff assessments are completed	5 (Practitioner) 6 (Specialist/Senior Practitioner)
	Acts as a resource for non-healthcare staff in relation to healthcare provision within the custodial setting	

SECTION 6: WORKING WITH CHILDREN AND YOUNG PEOPLE

The competencies listed below build on knowledge gained during training as a registered children's nurse and experience of looking after children and young people (CYP) in a variety of settings and with a variety of problems. They outline the need for registered nurses working with children in criminal justice settings to have a range of knowledge and skills drawn from acute, community, primary and emergency care practice as well as knowledge of mental health problems and practice. These competencies will be used during appraisal and to establish individual development plans.

PHYSICAL, PSYCHOLOGICAL AND SOCIAL DEVELOPMENT OF YOUNG PEOPLE

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge and understanding of the normal development of children and young people	Applies knowledge of child development to all aspects of care for children and young people	5 (Practitioner) 6 (Specialist/Senior
Demonstrates the ability to outline factors impacting on the normal development of children and young people including the role of the family and resilience building.	Supports others to understand children and young people development and to understand the importance of the family in the development of resilience	Practitioner)

SAFEGUARDING

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge of both national and local safeguarding children guidance and how this is applied in secure settings especially in relation to the following: • Looked after children & young people • Pregnant teenagers • Young women at risk of/who have suffered female genital mutilation • Young people involved in prostitution or trafficking	Demonstrates the ability to work with the wider multi- disciplinary team to apply safeguarding procedures to maintain safety of individual young people in secure settings	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Outlines the rights of young people in relation to confidentiality and when safeguarding concerns may impact on this		
Contributes to safeguarding assessments as required and reports concerns to senior staff to ensure all issues are reported to the appropriate professionals including the police and social services	Leads the healthcare component of safeguarding assessments with medical colleagues and provides reports as required	

ASSESSING HEALTH NEEDS

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge of local and professional guidance regarding comprehensive health assessment and the timescales for completion of these	Demonstrates the ability to support colleagues with assessments and care planning for young people entering secure settings within timescales identified by local and professional guidance	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates the ability to explain and undertake health screening with young people admitted to secure settings, including identification of both immediate and long term physical and mental health needs	Demonstrates the ability to support others to plan care to address both immediate and longer term health needs	
Demonstrates the ability to undertake and record nursing health assessments for all young people entering the criminal justice system and to plan health care services based on this assessment	Outlines any specific aspects of assessment of young people on admission to secure settings, in relation to: • Looked after young people • Long term conditions • Disabilities • History of abuse • Young people of black and minority ethnic (BME) origin, including those at risk of female genital mutilation (FGM) • Young people with complex/diverse needs • Young people facing sentencing/trial • Young people in secure settings for a long time	
Demonstrates the ability to assess risk of self-harm and harm to others, reporting findings to relevant professionals	Demonstrates the ability to plan care to reduce the risk of self-harm/harm to young people in secure settings, referring to other professionals where required and implementing local observation procedures	
Demonstrates the ability to communicate effectively with young people and to involve them in all aspects of health assessment	Works collaboratively with young people to encourage them to identify own health needs and strategies for meeting these.	
Demonstrates knowledge and understanding of the importance of resilience building in young people.	Identifies vulnerable young people who might be at risk in criminal justice settings due to a lack of resilience.	

Demonstrates the qualities required to be key worker for individual young people, effectively liaising with other professionals as required	Acts as a role model and supports others to be key worker for individual young people, planning and reviewing care as required.	5 (Practitioner) 6 (Specialist/Senior Practitioner)
	Demonstrates collaboration with the individual and colleagues when planning care	

CONSENT

Band 5	Band 6 and above	Career Framework Level
Demonstrates the ability to discuss proposed interventions with young people and gain consent from the young person prior to provision of intervention	Assesses capacity to consent based on guidance relating to age	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates understanding of when discussion with an appropriate adult or the person with parental responsibility, is required		
Demonstrates understanding of the need to document reasons when consent is not given and report this to a more senior colleague		
Discusses information sharing and gains consent from young people for this, to ensure all relevant members of the multi-professional team are involved		

GENERAL HEALTH CARE

Band 5	Band 6 and above	Career Framework Level
Provides young people with information relating to healthcare facilities in secure settings		5 (Practitioner) 6 (Specialist/Senior
Demonstrates the ability to support external professionals during clinics e.g. GPs	Plans and provides clinics for young people with access to primary healthcare services, including 24 hour emergency services and clinics promoting positive health behaviours e.g. sexual health, substance misuse and child and adolescent mental health (CAMHS)	Practitioner)
Works collaboratively with the wider health, education and social care team to promote good physical health, identifying when young people may require mobility or other aids to assist them		
Communicate positive messages regarding sexual health, provides screening for sexually transmitted diseases and refers on where treatment is required		
Demonstrates the ability to support young women with services related to menstruation, contraception, pregnancy, loss and abortion	Provides specialist clinics and counselling for young women requiring maternity or gynaecological services	

MANAGEMENT OF EMERGENCIES

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge and skills relating to local emergency procedures including provision of first aid and basic life support for both children and adults	Leads the healthcare interventions required during emergency situations, providing advice and guidance to criminal justice staff as required	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Takes responsibility for provision of appropriate equipment for emergencies		
Provides support and advice to colleagues where restraint is required, assessing the young person during and following the procedure		

MEDICINES MANAGEMENT

Band 5	Band 6 and above	Career Framework Level
Clearly outlines and demonstrates statutory and local requirements in relation to management of medicines, especially where medications used are licensed for adults but used with children and young people	Works with pharmacists to ensure that processes comply with guidance/good practice	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Maintains competence in administration of medicines in line with local requirements	Where appropriately registered, prescribes medications in line with professional and local guidance	
Safely administers prescribed and over the counter medications in line with patient group directives (PGD), prescriptions and local procedures and protocols	Assesses medicines management practice of healthcare support workers to whom medicines management has been delegated	
Safely administers controlled drugs, complying with legal and professional frameworks and in line with local policy	Monitors controlled drug usage to ensure stock levels are correct	
Demonstrates knowledge and understanding of the risks to vulnerable young people when administering medicine	Plans care to reduce risks to vulnerable young people who require medication	
Complies with systems for self-medication following assessment of the young person		

LONG TERM CONDITIONS

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge and understanding regarding the potential impact of long term conditions on development of young people including: Neurodisability Respiratory problems Diabetes		5 (Practitioner) 6 (Specialist/Senior Practitioner)
Provides support and interventions to young people with long term conditions, encouraging them to take responsibility for the management of their condition e.g. diabetes, epilepsy and asthma	Plans and provides and range of clinics for young people with long term conditions, working both autonomously and with specialist nurses and doctors	
Undertakes screening of young people to monitor long term conditions, making referrals when adjustments in treatment are indicated		

CHILD & ADOLESCENT MENTAL HEALTH

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge and understanding of the needs of young people with mental health problems and factors associated with poor mental health	Recognises the need for 24 hour access to mental health professionals and establishes systems to provide this either locally or in a specialist unit	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Works within the multi-professional team to use the Care Programme Approach when planning care for young people from 16 years of age	Works collaboratively with mental health professionals and the wider health and social care team to effectively plan care for individual young people.	
Supports and provides interventions to young people in order to address mental health and promote independence and responsibility for own mental health		
	Plans mental health services to make allowance for protected education time where possible.	

NEURODISABILITY

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge and understanding of the range of neurodisability which might contribute to offending behaviour		5 (Practitioner) 6 (Specialist/Senior
Supports young people with communication needs in collaboration with other healthcare professionals	Plans care and refers to specialists where required to support young people in a secure environment	Practitioner)
Works with the wider team to assess individual young people's health care needs		

DRUGS AND ALCOHOL MISUSE

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge and understanding of the substances most commonly abused by young people, including alcohol		5 (Practitioner) 6 (Specialist/Senior
Works with the wider substance misuse team to provide support and interventions to young people		Practitioner)
Understands the methods of identifying substance misuse and treatments, including body fluid sampling		
Demonstrates the ability to support young people with substance misuse problems to promote healthy lifestyles Assesses and records outcomes from support provided	Supports young people to explore factors contributing to substance misuse, in order to promote healthy lifestyle.	
Demonstrates the ability to identify the signsand symptoms of drug and alcohol withdrawal and to provide interventions to support young people	Provides a range of interventions to support and manage young people experiencing drug and alcohol withdrawal	

SELF-HARM

Band 5	Band 6 and above	Career Framework Level
Demonstrates the ability to identify young people at risk of self-harm and plans care to reduce risks and monitor the individual		5 (Practitioner) 6 (Specialist/Senior Practitioner)
Provides interventions and support to reduce the risk of deteriorating mental health and self-harm Assesses and records effectiveness of interventions	Provides counselling services for young people at risk of self- harm to enable them to explore underlying problems	

HEALTH PROMOTION & CHILDREN

Band 5	Band 6 and above	Career Framework Level
Demonstrates the ability to promote positive health behaviours through provision of health education sessions for young people in the following areas: • Sexual health and relationships • Drugs and alcohol use • Smoking cessation • Healthy eating • Exercise • Oral health • Promoting mental health including coping in a secure setting • Parenting classes		5 (Practitioner) 6 (Specialist/Senior Practitioner)
Works with colleagues in education to provide opportunities to explore health related issues		
Identifies opportunities outside the classroom to deliver positive health messages		
Provides information in a range of formats to support positive health messages		

Supports young people to understand the link between mental health and physical exercise Provides information to young people to prevent the spread of infection, including sexually transmitted infections and blood borne viruses	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Provides opportunities for parents and carers to attend health promotion sessions, enabling them to provide support to young people to develop positive health behaviours	

SECTION 7: WORKING WITH WOMEN IN CUSTODIAL SETTINGS

Fewer women are given custodial sentences than men, often due to their role as main or sole carer for children, resulting in women making up 5% of the prison population. However, the needs of women in criminal justice settings can be complex and are often gender specific, requiring a wide range of interventions including mental health and substance misuse services, management of long term conditions and health promotion, as well as maternity services. Registered nurses working with women in custodial settings are required to meet the broad range of health needs, working in collaboration with specialist services. The competencies outlined below address the specific health needs of women and build on the wider needs outlined in sections 3 to 5.

HEALTHCARE SERVICES

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge and understanding of the gender specific issues impacting on the range of health services provided for women in custodial settings, including: • Domestic violence and abuse including female genital mutilation (FGM) • Sexual abuse in childhood • Alcohol and drug misuse • Relationship difficulties • Isolation, emotional wellbeing & mental health • Pregnancy and childbirth • Gender & gender reassignment	Supports colleagues to understand the range of health needs of women in custodial settings and arranges training where specific knowledge is required such as gender awareness training	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates understanding of the 'Equality Duty', the aims and focus on individual needs	Undertakes health needs assessments to ensure that services provided meet the needs of the clients	
Demonstrates good knowledge of the range of services available for women throughout criminal justice services and knowledge of how to access these services	Ensures health assessments include liaison with services supporting each woman's family, to ensure opportunities to continue relationships with children and other family members	

SAFEGUARDING

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge of both national and local safeguarding guidance and how this is applied in secure settings	Demonstrates the ability to work with the wider multi- disciplinary team to apply safeguarding procedures to maintain safety of women in secure settings	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Outlines the rights of women in relation to confidentiality and when safeguarding concerns may impact on this		
Contributes to safeguarding assessments as required and records findings, reporting concerns to relevant professionals including social services, including when there are concerns about the safety of unborn babies such as in female genital mutilation		
Discusses the issues impacting on vulnerable women which lead to abuse and exploitation	Supports vulnerable women to develop strategies to identify and avoid relationships which could lead to abuse and exploitation	

CONSENT

Band 5	Band 6 and above	Career Framework Level
Demonstrates the ability to discuss treatment and gain consent, respecting individual cultural and religious background		5 (Practitioner) 6 (Specialist/Senior
Understands an individual woman's rights to give and withhold consent	Works with women to enable them to understand benefits of health services and access services required	Practitioner)
Discusses information sharing and gains consent to share information with relevant members of the multi-professional team		

ASSESSMENT AND PLANNING FOR HEALTH NEEDS

Band 5	Band 6 and above	Career Framework Level
Assessment will consider the length of sentence for individual women and the needs of each individual when planning for release in order to prevent reoffending		5 (Practitioner) 6 (Specialist/Senior Practitioner)
Takes account of the individual woman's level of understanding and provides information in an appropriate format	Identifies women with undiagnosed learning disability and arranges specialist assessment to determine the level of difficulty and adjustments required	
	Effectively plans care for women with learning disability taking into account their communication and emotional needs	
Demonstrates the ability to communicate effectively and to involve women in assessment of health needs	Works collaboratively with women to help them identify their own health needs and develop strategies to address these	
Individual assessments include information relating to ethnic, cultural and religious background, family structure and existing support networks	Discusses with women the impact of offending on their family and whether this will affect future support networks	
Demonstrates knowledge and understanding of the reasons women self-harm and supports then to access appropriate services	Provides counselling services for women who self-harm to explore reasons for their behaviour and strategies for preventing this in the future	
Identifies and assesses women at risk of self-harm and causing harm to others, reporting findings to relevant professionals	Plans care to reduce the risk of self-harm/harm, referring to other professionals where required and implementing local observation procedures	
Demonstrates knowledge and understanding of the specific needs of young women in custodial settings in relation to: • Peer pressure • History of violence and abuse • Substance misuse • Poor educational engagement • Self-esteem	Effectively plans interventions with young women to enable them to resist peer pressure, focus on positive aspects of themselves and take control of their health and wellbeing	
	Develops a plan with young women to enable them to reengage with education or to develop vocational skills	

Demonstrates knowledge and understanding of the needs of women involved in prostitution, including the links with substance misuse and exploitation		5 (Practitioner) 6 (Specialist/Senior Practitioner)
Supports women who have suffered female genital mutilation, recording findings and discussions in health records and referring to female genital mutilation specialist services		
Identifies women who may be/are pregnant or suffered miscarriage, assesses needs and refers to appropriate professionals	Provides counselling for women who are considering termination of pregnancy whilst in criminal justice settings and refers to appropriate service as required	
	Provides counselling for women who have suffered loss associated with pregnancy and refers to other services as required	
Supports antenatal care and services for women during pregnancy, referring to midwives where appropriate	Develops effective relationships with maternity services to ensure high quality care for pregnant women and makes appropriate referrals	
Recognises and supports women in labour and alerts the relevant midwifery team in discussion with the individual woman	Ensures appropriate facilities are available for those women who deliver babies in custodial settings and makes arrangements for transfer to local maternity facilities as required	
Ensures pregnant women and those in active labour are escorted safely to the maternity unit, in line with national and local guidance		
Assesses women who have recently had a baby to ensure that all relevant postnatal checks have been undertaken and refers to midwifery or women's health services where appropriate	Provides a range of women's health services to meet the needs of women following birth and those who experience gynaecological, menstrual or menopausal problems	
Provides postnatal support for women, including providing access to midwives, support with child care and referral to other professionals as required	Develops effective relationships with maternity and child health services to ensure high quality postnatal care for women and support with care of infants, including advice relating to vaccinations	

Identifies women requiring breast feeding support and refers to appropriate services	Provides breast feeding support to women with babies in criminal justice settings to encourage and maintain breastfeeding	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates knowledge and understanding of the specific needs of women who have experienced violence and signposts them to appropriate services	Provides counselling and support services for women who have experienced violence, in collaboration with the multi-professional team and plans for their release to reduce the risk of further violence	
Demonstrates knowledge and understanding of health issues impacting on older women including the menopause, incontinence and mental health problems	Provides support services to meet the health needs of older women in custodial settings, supporting them to manage personal needs and referring to other professionals as required	
Identifies women experiencing the menopause and assesses symptoms to ensure early intervention	Provides counselling and support services for women experiencing the menopause to enable them to reduce and cope with symptoms and refers to other professionals as required	
Plans discharge from criminal justice services in conjunction with women, in order to encourage positive health behaviours and to prevent reoffending. This includes the needs of women completing sentences less than 12 months, who will not receive statutory provision	Ensures information is provided to relevant services prior to discharge from criminal justice services to promote continuity of care	

GENERAL HEALTH CARE

Band 5	Band 6 and above	Career Framework Level
Provides access to health screening services, including: Opticians Dentists Dieticians Audiologists Smear tests Breast screening	Provides initial health screening services and makes referrals to appropriate specialist services for ongoing assessment and management	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates the ability to explain to women why registering with a GP is important to ensure access to health care services		
Demonstrates the ability to communicate positive messages regarding sexual health, provides screening for sexually transmitted diseases and refers on where treatment is required	Provides a range of sexual health clinic services providing treatment and referrals to other professionals where indicated	
	Ensures individuals understand the risks associated with high risk sexual activity and encourages changes in behaviour	
Applies knowledge of gender issues to identify vulnerable women and plan care for women undergoing or having completed gender reassignment	Provides counselling services for women involved in gender reassignment and refers to other professionals as required	

MENTAL HEALTH

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge and understanding of the links between race, ethnicity and culture and mental health in relation to offending behaviour in women	Recognises the need for 24 hour access to mental health professionals and establishes systems to provide this either locally or in a specialist unit	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Demonstrates knowledge and understanding of the links between race, ethnicity and culture, isolation and depression in women from BME groups	Works collaboratively with mental health professionals and the wider health and social care team to effectively plan care for individual women.	
Demonstrates knowledge and understanding of the needs of women with long term mental health problems and plans care to enable them to develop strategies to manage their problems and seek help appropriately	Provides interventions such as cognitive behavioural therapy (CBT) and trauma focussed counselling services for women who have been subjected to violence and abuse in order to enable them to identify risks and understand the reasons for engaging in situations and relationships which become abusive	
Demonstrates knowledge and understanding of mental health problems relating to pregnancy, including ante and postnatal depression and severe mental health problems such as postnatal psychosis	Identifies women demonstrating mental health problems and makes referrals to appropriate services	
Supports women with mental health problems associated with pregnancy, encouraging them to seek support	Provides support for women with depression associated with pregnancy and works with other professionals to monitor response to treatment and interventions	
Understands the links between mental health and self-harm in women	Provides interventions and support to reduce the risk of deteriorating mental health and self-harm Assesses and records effectiveness of interventions	
Demonstrates knowledge and understanding of the link between emotional problems, stress and offending in women	Provides a range of interventions to aid stress reduction and manage emotions such as mindfulness, in order to cope with stress and regulate emotions	
Discusses the links between depression and the menopause and identifies interventions to support women during the menopause	Provides support and access to a range of interventions and activities which might reduce the impact of the menopause	

Supports women to develop new skills and uses goal setting to focus on achievements, in order to increase opportunities following release from prison	Supports women to focus on positive aspects of themselves by assisting others and undertaking activities which promote a positive perception of self	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Plans release from criminal justice services including referral to specialist mental health services for women in order to meet individual needs	Ensures planning for release involves professionals from all relevant services to provide an integrated and clear plan to reduce risk of reoffending	
Understands the impact of separation from children, family and friends on mental health and encourages women to maintain contact with family	Supports individuals to create healthy family relationships with support when difficulties arise	

SUBSTANCE MISUSE

Band 5	Band 6 and above	Career Framework Level
Understands the common substances abused by women and employs methods of identifying substance misuse including body fluid sampling		5 (Practitioner) 6 (Specialist/Senior Practitioner)
Works with the wider substance misuse team to provide support and interventions to women reliant on drugs and alcohol including skills development	Provides interventions such as cognitive behavioural therapy to change behaviours by analysing reasons underlying substance misuse and developing coping strategies	
Demonstrates the ability to identify the signs and symptoms of drug and alcohol withdrawal and to provide interventions to support women	Provides a range of interventions to support and manage women experiencing drug and alcohol withdrawal	
Demonstrates the ability to support women with substance misuse problems to promote healthy lifestyles Assesses and records outcomes from support provided	Demonstrates the ability to support women to explore factors contributing to substance misuse, in order to promote healthy lifestyle	

LONG TERM CONDITIONS

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge and understanding of the needs of older women with long term physical health problems, including: • Physical disabilities • Special dietary needs including diabetics • Deteriorating sight & hearing • Continence problems • Respiratory conditions • Cardiovascular disorders	Plans care to enable women to manage their health needs with support from specialists as required.	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Provides aids and equipment to enable women, to promote independence when managing health needs		
Demonstrates the ability to provide support and intervention to women with long term conditions, encouraging them to take responsibility for the management of their condition e.g. diabetes, heart disease and respiratory problems	Plans and provides and range of clinics for women with long term conditions, working both autonomously and with specialist nurses and doctors	
Demonstrates the ability to undertake screening to monitor long term conditions, making referrals when adjustments in treatment are indicated	Provides specialist clinics to monitor and managing long term conditions and refers to medical specialists as required	

MEDICINES MANAGEMENT

Band 5	Band 6 and above	Career Framework Level
Maintains competence in administration of medicines in line with local requirements	Where appropriately registered, prescribes medications in line with professional and local guidance	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Safely administers prescribed and over the counter medications in line with PGDs, prescriptions and local procedures and protocols	Demonstrates assessment of healthcare support workers to whom medicines management has been delegated	
Safely administers controlled drugs, complying with legal frameworks and in line with local policy		
Demonstrates knowledge and understanding of the risks to vulnerable women when administering medicine	Plans care to reduce risks to vulnerable women who require medication	

NEURODISABILITY

Band 5	Band 6 and above	Career Framework Level
Demonstrates knowledge and understanding of the range of neurological problems experienced by women in prison, including: • Epilepsy • Parkinson's disease • Learning disabilities	Plans care and refers to specialists where required to support women in a secure environment	5 (Practitioner) 6 (Specialist/Senior Practitioner)
Works with the wider team to assess individual health care needs		

HEALTH PROMOTION

Band 5	Band 6 and above	Career Framework Level
Demonstrates the ability to promote positive health behaviours through provision of clinics and discussion sessions on the following health issues: Promoting positive mental health Drugs and alcohol misuse Sexual health and relationships Smoking cessation Healthy eating Exercise Parenting classes	Works with the wider health care team to evaluate the impact of health promotion activity and plan provision within criminal justice settings	S: 3- 4 (Senior Healthcare Assistant, Associate Practitioner) 5 (Practitioner) 6 (Specialist/Senior Practitioner)
Works with colleagues in education and therapies to provide opportunities for women to develop new skills, including IT and vocational skills		
Provides information in a range of formats, signposting women to additional services and to support positive health messages		
Supports women to understand the link between mental health and physical exercise		
Provides opportunities for families to attend health promotion sessions, to enable them to support women to develop positive health behaviours.		

SECTION 8: LEADERSHIP AND MANAGEMENT COMPETENCIES

The competencies below are aimed at clinical operational managers, responsible for care delivery in specific areas and for service managers who have more strategic responsibility for wider health service provision, as part of a senior management team. The competencies focus on all aspects of management and leadership skills required by health and social care service managers in criminal justice settings.

LEADERSHIP

Band 7	Band 8	Career Framework Level
Engages with the wider criminal justice system team, acting as advocate, to ensure healthcare teams work effectively within the requirements of justice settings	As a member of the senior management team, ensures health staff are included in developing policies and procedures for the wider organisation, to ensure that the health needs of clients are captured	6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Manages stakeholder relationships to ensure effective communication and collaboration, ensuring health and social care services are provided in partnership with other professionals and external agencies	Ensures all relevant stakeholders are included in planning health and social care services required in criminal justice settings, including the local authority social services teams, security teams and commissioners	
Promotes a culture of compassion and role models compassionate practice	Advocates for a compassionate culture with colleagues from the wider criminal justice team to ensure that client	
Develops own leadership skills as well as those of the team in order to meet the needs of the clients	Provides leadership support to operational leaders to encourage good leadership development	
Enables and supports team members to contribute ideas when planning services and to solve problems facing the clinical service	Provides strategic leadership when planning services	
Provides a positive role model in practice, teaching and supporting others to develop knowledge and skills		
Encourages staff to develop themselves and their practice to provide high standards of care to clients and safety of both staff and clients	Ensures a programme of staff and practice development, which reflects current best practice and guidance relating to criminal justice settings	
Promotes resilience in the health care team, providing staff with strategies to identify when they are stressed and to manage this to provide high quality care to clients	Promotes resilience in operational managers and supports them with strategies to cope with stress	

MANAGEMENT

Band 7	Band 8	Career Framework Level
Works with the senior management team to develop a strategy and objectives for the services based on a health needs assessment	Undertakes health needs assessments to ensure that services provided meet the needs of the clients	6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
	Develops a strategic plan and objectives for the service to ensure that the needs of the client group are met, in line with organisational policies and procedures	
Ensures that the health and social care-needs of patients are at the heart of service planning and delivery	Develops strong relationships with social care colleagues to ensure care assessments are completed and planning for release covers all individual needs, especially for elderly and vulnerable people	
Undertakes regular workforce planning to ensure skill mix and staff numbers meet service needs	Supports workforce planning and agrees changes in establishment in conjunction with the senior management team	
Deploys both permanent and temporary staff, based on knowledge, skills and competence of each team member, in order to meet the needs of the clients.		
Monitors and evaluates team performance and workforce data in relation to local guidance and takes action where staff performance or attendance falls below that expected	Monitors workforce data and supports operational managers to address concerns regarding attendance, behaviour and performance	
Takes action to implement relevant recommendations from reports coming from organisations such as the Prison and Probation Ombudsman (PPO)	Assesses and mitigates local risks relating to findings of national reviews, investigations and content of published guidance such as PPO reports , Prison Reform Trust guidance and the Harris Review	

ACCOUNTABLE

Band 7	Band 8	Career Framework Level
Demonstrates responsibility for the standard of care delivered to clients in criminal justice settings		6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Ensures all staff comply with codes of practice and requirements for professional revalidation	Monitors compliance with codes of practice and professional revalidation	
Ensures all staff understand the areas of practice for which they are accountable and responsible		
Identifies own learning needs through appraisal and clinical supervision and addresses these needs through both formal and informal learning opportunities		
Ensures that care provided is based on current evidence and best practice guidance Provides feedback to staff whose care does not meet current standards		

COMMUNICATION

Band 7	Band 8	Career Framework Level
Promotes and monitors effective verbal and written communication, both within the team and with senior managers to ensure information is shared appropriately		6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Provides staff with opportunities to discuss workload and difficult situations, including team meetings and clinical supervision	Cascades organisational policies, procedures and priorities to operational teams and represents the teams at senior management meetings	
Promotes and role models effective communication and behaviour within the team, providing feedback and support to staff who need assistance to develop communication skills and behaviour		
Demonstrates expert knowledge and practice when communicating with clients and building therapeutic relationships		
Ensures structures are in place for communicating with other professionals and organisations, especially when planning for client release	Promotes effective communication between professionals and teams to ensure best practice for clients in the criminal justice system	
Demonstrates effective communication skills with other health care providers working within the organisation to ensure coordination of care		

CLINICAL GOVERNANCE: A) FRAMEWORK

Band 7	Band 8	Career Framework Level
Ensures the clinical governance framework in place for health provision complies with the wider organisational procedures	Monitors compliance with the clinical governance framework within the health care settings, through clinical governance meetings	6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Leads on governance and audit within the local setting, ensuring data is collected and reported to the management team as required	Monitors the audit programme for health and reports findings to the senior management team	
Ensures all staff members understand and work within organisational rules		
Leads the development of evidence based clinical guidelines and ensures these are used in practice		
Works in collaboration with others to develop local and national policies relating to healthcare in criminal justice settings	Facilitates team members to contribute to local and national guidance relating to criminal justice nursing	
Uses feedback from clients and staff to develop the service and improve experience	Ensures findings from staff and client surveys are reviewed and areas for improvement are addressed by operational teams Monitors action plans	

B) RISK MANAGEMENT

Band 7	Band 8	Career Framework Level
Leads on risk assessment to ensure that situations posing risks to clients and staff are identified, documented and mitigated	Monitors clinical risk assessments to ensure they are up to date and plans made to reduce risk	6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Monitors incidents and ensures reporting within appropriate timescales Ensures themes are identified and action taken to reduce risks		
Ensures serious incidents are reported and investigated in line with organisational procedures. Implements action plans and reports progress with action taken	Ensures serious incidents are reported and investigated using root cause analysis and action plans are implemented in appropriate timescales	
Ensures care plans reflect the individual risks associated with individual clients		
Ensures complaints are dealt with in line with local policy and reported to the senior management team.	Monitors complaints and action taken in relation to these, including duty of candour	
Ensures all members of the team are aware of the procedures for lone working and apply this in practice		

C) AUDIT

Band 7	Band 8	Career Framework Level
Implements a programme of clinical audit and uses findings to develop practice and instigate change	Monitors the clinical audit programme through clinical governance framework	6 (Specialist Practitioner) 7 (Advanced Practitioner)
Undertakes regular audit of clinical records to ensure care is recorded fully and accurately		8 (Consultant)
Encourages all team members to take part in clinical audit, analysing findings and adjusting practice where required		

D) DATA PROTECTION

Band 7	Band 8	Career Framework Level
Ensures patient records are held securely and that staff work within data protection guidance	Monitors management of records and other patient data through the clinical governance framework	6 (Specialist Practitioner) 7 (Advanced Practitioner)
Ensures staff are aware of boundaries regarding behaviour and the importance of maintaining professional relationships with clients		8 (Consultant)

E) HEALTH & SAFETY

Band 7	Band 8	Career Framework Level
Ensures all staff are aware of the guidance relating to health and safety with the service and apply this at all times		6 (Specialist Practitioner) 7 (Advanced Practitioner)
Monitors compliance with health and safety guidance, reporting concerns to the senior management team	Monitors clinical compliance with health and safety guidance through clinical governance structures	8 (Consultant)
Recognises and manages problems relating to care, custody issues and potential conflict		

F) EQUALITY AND DIVERSITY

Band 7	Band 8	Career Framework Level
Ensures that staff work within the organisational equality and diversity guidance	Monitors application of equalities guidance through reporting structures	6 (Specialist Practitioner) 7 (Advanced Practitioner)
Monitors application of quality and diversity guidance to ensure that clients are treated equitably		8 (Consultant)

STAFF DEVELOPMENT

Band 7	Band 8	Career Framework Level
Builds a high performing, cohesive team using a variety of strategies to allow staff to build supportive relationships and work together effectively	Monitors staff training and development activity to ensure all staff have regular appraisal and have completed statutory and mandatory training as required	6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Establishes a programme of training and development based on client and service priorities and an annual training needs analysis		
Monitors attendance at mandatory and statutory training to ensure that staff comply with organisational training requirements		
Effectively uses strategies for monitoring and communicating performance, including appraisal, praise and constructive feedback	Undertakes appraisal of operational managers and ensures they are meeting organisational objectives	
Encourages and supports the nursing team to use initiative in care delivery within their competency		
Establishes a positive learning environment where individuals can challenge ideas and practice and contribute to service improvements		
Uses feedback from staff surveys to develop education and training and to improve job satisfaction	Ensures findings from staff surveys are reviewed and action plans are established for areas requiring improvement Monitors action plan	
Facilitates access to education and training, based on individual development plans, including access to university programmes to support career development	Monitors training needs analysis and represent the service at local educational commissioning meetings	
Identifies individuals with talent for specific aspects of care or leadership and works with them to develop skills		
Recruits to vacancies to ensure an appropriate skill mix and a wide range of experience to meet the needs of clients	Monitors recruitment and retention to ensure staff profile meets the needs of the service	

CARE DELIVERY

Band 7	Band 8	Career Framework Level
Promotes multidisciplinary care planning to ensure all client needs are met		6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Ensures care planning is based on local practice guidance and is undertaken in conjunction with the client		
Monitors care plans to ensure that care is based on assessed need and is evaluated		
Provides a range of nurse-led clinics to provide accessible assessment and management of a range problems, including: • Long-term conditions • Minor illness and injury • Mental health problems • Substance misuse		
Undertakes care, working alongside staff to monitor performance and demonstrate good practice		
Monitors infection control practice to reduce the risk of spread of infection and works with staff where practice requires improvement	Monitors infection control practice through clinical reporting and the organisational governance framework	
Monitors practice in relation to medicines management, assessing all staff whilst developing competence Ensures additional training for staff where required	Monitors medicines management issues through the organisational governance structure	

SECTION 9: SPECIALIST AND ADVANCED NURSING PRACTICE

These competencies build on those outlined in sections 2 to 8 of this framework, providing a structure for the development of specialist and advanced nursing practice in health and justice settings. Registered nurses working in specialist and advanced practice roles within the health and justice sector should be qualified to the same level as in other healthcare settings. This section provides a framework for development of specialist and advanced practice within health and justice settings where specialist knowledge or advanced practice skills are required by specific groups of patients, such as those with long term conditions, the elderly and those with learning disability.

Specialist registered nurses are those that work with a disease specific group of patients such as individuals with diabetes, cardiac disease or asthma. They are educated to degree level and have undertaken a specialist post-graduate programme of education and training. They have highly developed knowledge of the condition, often work alongside specialist physicians and provide clinical, psychological and social interventions for the patients. They are often involved in education, audit and guideline development in relation to their specialist area.

Advanced nurse practitioners are educated to masters' level and work autonomously in a clinical area, providing expert clinical care based on high levels of critical thinking, judgement and decision-making. Care provided is not condition specific, but is based on use of highly developed assessment skills and clinical decision-making, which may require advice from a consultant physician or consultant nurse. The consultant nurse leads and develops programmes of care based on evidence derived from audit and research. They lead on policy development and provide a strategic leadership role at local, regional and national levels. The consultant nurse will lead a programme of research and work towards a PhD.

CLINICAL PRACTICE

Band 7: Specialist Nurse/ Nurse Practitioner	Band 8: Advanced Nurse Practitioner	Band 8: Consultant Nurse	Career Framework Level
Uses specialist knowledge of specific aspects of patient care to assess, plan and implement care Provides specialist advice and records relevant information	Elicits and records a comprehensive medical history, identifying risk factors and areas for screening	Provides expert clinical care as an autonomous practitioner accountable for clinical decisions	6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Provides specialist nursing care across a range of settings based on the needs of the client group	Undertakes autonomous assessment and physical examination of clients to establish an initial plan of care	Develops and initiates specialist and innovative programmes of care based on local patient needs	
Undertakes clinical reviews of patients with specific health needs	Uses expert knowledge, problem solving and decision-making skills to make differential diagnoses	Supports and advises healthcare colleagues in the assessment and treatment of patients	
Provides a telephone advice service for healthcare professionals caring for patients with specific needs	Orders and interprets investigations to determine a final diagnosis		
Provides specialist nurse-led clinics to provide assessment and management of problems relating to specialist area, such as: • Long-term conditions • Linor illness and injury • Substance misuse	Provides interventions and treatment based on highly developed clinical judgement and decision-making Seeks advice and support from the wider team where additional expertise is required		
Orders and interprets investigations and provides interventions and treatment in discussion with specialist physician	Develops evidence based health care plans based on the full range of health and social care needs and refers to appropriate specialists where required		
Prescribes medication for the specific group of patients having undertaken a nurse prescribing course and working within local policies	Prescribes medication, using the pharmacological and professional knowledge gained through an independent nurse prescribing course and local policies		

Promotes continuity of care and undertakes follow up visits to evaluate response to treatment		6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
Admits and discharges patients to local in-patient areas where required		

MANAGEMENT & LEADERSHIP

Band 7: Specialist Nurse/ Nurse Practitioner	Band 8: Advanced Nurse Practitioner	Band 8: Consultant Nurse	Career Framework Level
Coordinates care and liaises with other members of the healthcare team to ensure individual healthcare needs are met	Works in collaboration with professionals across the healthcare team	Leads the implementation of new policy and guidance within the clinical setting	6 (Specialist Practitioner) 7 (Advanced Practitioner) 8 (Consultant)
	Shares information with health and social care colleagues in line with professional and local guidance	Advises on service development across a range of health and justice settings	
	Provides leadership and consultancy regarding health services, to ensure that services provided are based on the needs of the patient population	Leads service change within the local service and supports others to ensure changes are sustained	
		Leads other advanced practice nurses, providing clinical supervision and appraisal to support knowledge and skills development	
		Ensures local governance frameworks address the provision of advanced practice, through risk assessment, policy development and audit of the impact of the roles	

EDUCATION

Band 7: Specialist Nurse/ Nurse Practitioner	Band 8: Advanced Nurse Practitioner	Band 8: Consultant Nurse	Career Framework Level
Leads on the development of education programmes for patients and healthcare professionals in relation to specialist area of practice		Provides education and training to the whole healthcare team, encouraging team members to develop knowledge and expertise in order to develop services	6 (Specialist Practitioner) 7 (Advanced Practitioner)
Provides specialist advice to patients and supports them to develop knowledge of their condition, in order to take responsibility for long term conditions	Supports people to manage own health, providing counselling and health education as part of assessments and consultation		8 (Consultant)
Educates nursing colleagues in practice to enable them to support patients with specific health problems			
Provides specialist education to nurses within higher education institutions and at conferences or study days		Supports registered nurses to provide education to colleagues locally and within higher education settings	
Provides clinical supervision for nursing colleagues		Establishes a programme of clinical supervision for registered nurses working in health and justice settings	
Takes responsibility for personal professional development	Takes responsibility for own professional development and contributes to the development of the wider healthcare team	Establishes staff development programmes based on current evidence in order to develop health services provided	

RESEARCH & DEVELOPMENT

Band 7: Specialist Nurse/ Nurse Practitioner	Band 8: Advanced Nurse Practitioner	Band 8: Consultant Nurse	Career Framework Level
Leads clinical audit and research in relation to area of specialist practice	Leads on research and audit within the local setting	Provides strategic leadership for developments in nursing practice both locally and more widely	6 (Specialist Practitioner) 7 (Advanced
	Leads the development of clinical guidelines based on findings from local and national audit and research programmes	Leads a programme of nursing research to develop knowledge and practice relating to health and justice nursing	Practitioner) 8 (Consultant)
	Works in collaboration with others to develop local and national policies relating to healthcare in criminal justice settings	Contributes to national working groups relating to policy development	
		Disseminates information arising from nursing research and audit in health and justice settings, through conference presentation and journal articles	

ANNEX: USEFUL WEBSITES

The following websites have useful information to underpin the competencies outlines in the individual sections. Those that have been referred to in the individual sections are referenced within the individual sections, whilst others are provided as a source of useful information for those assessing and completing competencies.

National Child and Maternal Health Network (Chimat)

CLINKS - supporting voluntary organisations that work with offenders and their families

NHS England - Supporting behaviour change 'Making Every Contact Count'

The Youth Justice Board for England and Wales - publications

Guidance on healthcare for offenders in prisons

Guidance on domestic violence and abuse

Guidance on domestic abuse for youth justice practitioners

Information for commissioners and providers about NHS healthchecks for adults aged 40 - 74

The Information Commissioners guidance on handling information about people's health and medical affairs

Change 4 life – advice and ideas on how to eat well, move more and live longer

National Institute for Health and Care Excellence (NICE) guidance for services to respond effectively to domestic violence and abuse

NICE guidance on safeguarding

NICE guidance on menopause diagnosis and management

NICE guidance on management of urinary incontinence in women

Nursing and Midwifery council

Prisons and Probation Ombudsman

Royal College of Nursing (RCN) - Practice guidance and resources for nursing staff working in a criminal justice service setting

Royal College of Paediatrics and Child Health (RCPCH) child protection updates

RCPH guidance and standards for caring for looked after children

Revolving Doors - a charity that works to change systems and improve services for people stuck in the revolving door of crisis and crime

Health and Social Care Information Centre (HSCIC) – NHS codes of practice and legal obligations

Young Minds a charity committed to improving the emotional wellbeing and mental health of children and young people - publications