



Case Study – Supporting Offender Rehabilitation Through Employment

Background

In October 2025, A1 approached Fowler & Gilbert Ltd seeking employment as a labourer within our erecting team. During initial discussions, A1 explained that he had previously held several relevant qualifications and certifications relating to site equipment and machinery; however, these had lapsed due to changes in his circumstances.

A1 also disclosed that he was serving a custodial sentence at HMP/YOI Stoke Heath. Through positive behaviour and engagement during his sentence, he had progressed to the open prison regime and was eligible for employment through the Release on Temporary Licence (ROTL) scheme.

Employer Engagement

Following discussions with both A1 and the prison, Fowler & Gilbert Ltd agreed to provide employment opportunities as part of his rehabilitation and preparation for release. Close communication with prison staff ensured that all requirements relating to attendance, supervision, payroll, and ROTL arrangements were managed effectively.

From the outset, A1 was open about his conviction and demonstrated a genuine desire to develop new skills, gain work experience, and establish a positive future upon release.

Development and Progress

Since joining the company, A1 has made significant progress both personally and professionally. He has successfully adapted existing skills while developing new competencies across a range of site-based activities. His willingness to learn, positive attitude, and commitment to improvement have enabled him to become a valued member of the team.

Throughout his employment, A1 has consistently demonstrated:

- *Good timekeeping and attendance.*
- *A strong work ethic.*
- *The ability to work effectively as part of a team.*
- *A willingness to undertake unfamiliar tasks and challenges.*
- *Respectful and professional behaviour in the workplace.*

A1 also discussed difficulties he experienced during his education, including challenges with concentration and engagement. More recently, following a diagnosis relating to his behavioural needs, he has accessed additional support which has helped him better



understand and manage factors that previously impacted his behaviour. This increased self-awareness has contributed positively to both his personal development and workplace performance.

Benefits of Employment During Custody

This case demonstrates the positive impact that meaningful employment can have on individuals serving custodial sentences. Providing structured work opportunities allows individuals to:

- *Develop practical and transferable skills.*
- *Gain confidence and self-esteem.*
- *Establish positive workplace relationships.*
- *Experience routine, responsibility, and accountability.*
- *Improve employment prospects upon release.*
- *Contribute positively to society and their local community.*

For employers, working with individuals on ROTL can provide access to motivated workers while supporting rehabilitation and reducing barriers to employment for those seeking to rebuild their lives.

Outcomes

A1 has become a reliable and productive member of the workforce and has shown a clear commitment to creating a positive future for himself. His progress highlights the value of providing individuals with opportunities to gain meaningful employment while serving their sentence.

The experience has reinforced the benefits of employer engagement in rehabilitation programmes and demonstrates how constructive employment can support successful reintegration into society.

Based on A1's performance, attitude, and contribution to the business, Fowler & Gilbert Ltd would have no hesitation in offering him permanent employment following the completion of his sentence and his release from custody.

Key Learning

This case study highlights that when individuals are provided with opportunity, structure, support, and trust, they can develop valuable skills, demonstrate personal growth, and make a positive contribution to the workplace. Employment can play a significant role in reducing reoffending, supporting rehabilitation, and helping individuals successfully transition back into their communities.