

## Inside innovation: an evaluation of the second year of delivery of a project promoting innovative thinking amongst Prison Service staff Inside Innovation Evaluation, Year Two

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# **Inside Innovation Year 2**

An evaluation of the second year of delivery of a project promoting innovative thinking amongst Prison Service staff

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Sheffield Hallam University  
December 2007

## **Executive Summary**

The Inside Innovation programme is the result of a partnership between Media For Development (MFD) and UnLtd. The Inside Innovation programme forms part of MFD's multi-award winning Inside Job initiative that operates within the criminal justice system in the United Kingdom. The Inside Innovation Development Manager, a post reporting to the MFD Chief Executive and whose salary is paid for by the Charles Dunstone Charitable Trust, is responsible for supporting applications to UnLtd for funded awards for good project ideas generated from staff working in the prison sector. In line with equivalent posts at UnLtd, the Development Manager supports Award Winners throughout the lifespan of their projects. A list of the main responsibilities carried out by the Development Manager is provided at appendix 1.

During the first year of service delivery, Inside Innovation operated in two prisons, HMP Wandsworth and HMP Downview. During the second year of service delivery, Inside Innovation has been established in two further prisons, HMP Brixton and HMP Highdown.

### **Key achievements:**

- The Inside Innovation programme has operated successfully in two prisons in its first year of delivery
- The programme responded enthusiastically to the recommendations from the first year evaluation report
- During year two, the Inside Innovation programme has successfully launched in two further prisons
- Enquiries to the Inside Innovation programme from prison staff rose from 45 in year one to 61 in year two
- During year one, 7 award winning projects reached fruition. In year two, 11 more project ideas have received UnLtd funding.
- An additional 5 further applications will be ready to put before the UnLtd board for consideration in January 2008.

The number of enquiries during year two rose to 61. This might sound like a disproportionately low number given that the project was launched in two further prisons. One reason for this could be that the first 6 months of year were taken up with establishment of project in new prisons, and it did not become fully operational until July 2007. Now that the project is becoming established, the numbers of enquiries in the two newly-launched prisons of Brixton and Highdown (10 and 21 enquiries respectively) is a good indication that the project is enjoying a high awareness factor amongst staff.

The main body of this evaluation report contains an evaluation of the individual Award winning projects from year one, which includes an examination of the effectiveness and long-term impact of projects beyond their initial funding period. This report also contains an overview of innovative Award winning projects being developed in year two. The significantly positive impact and affirmative effectiveness of the Inside Innovation programme as a whole has been established. The comparative review of Inside Innovation initiatives in each of the prisons has been conducted to identify key criteria for prison selection for future rollout. Inside Innovation staff have received evaluation training to embed self-evaluation within the project and evaluation tools and techniques have been provided to enable the gathering of ongoing monitoring data.

## **Key findings:**

As has been highlighted by this report there are several key findings arising from the evaluation:

- The aims and objectives of all 7 year one projects have been achieved effectively. Of these, 3 are being supported by the prison beyond the initial award period and the prisons have backed this up with further funding. A further 2 projects produced DVD's which are currently being mainstreamed, both internally and externally in other prisons in the area.
- 2 year one and 2 year two projects have received enquiries from other prisons concerning replication.
- Enquiries to the programme have risen over the two year pilot period
- There is differential interest in the programme between prisons, however the evaluation team consider that these statistics will level out given sufficient time for the programme to become embedded.
- Service delivery mechanisms were found to be effective and year one evaluation recommendations have been successfully incorporated into Inside Innovation delivery.
- Recruitment and advertising of the programme has been reviewed innovatively resulting in the raised profile of the programme in each establishment.
- The Inside Innovation programme has been found overall to have been effective, while small but significant in-roads into effective ways of working in this sector have been identified.

## **Recommendations:**

The details of the award winning projects contained in this report (see appendix 2 and 3) illustrate that the Inside Innovation programme has supported a significant number of innovative project ideas that have been brought to the programme by committed and enthusiastic prison staff. It is hoped that the following recommendations will inform future discussions about the strategic direction and development of the Inside Innovation programme:

### Service Delivery

- Consider formalising regular Inside Innovation visits to each Prison (e. g. first Friday of each month). It may also be beneficial for Inside Innovation staff to have access to a regular 'space' in each prison, where potential award winners will be guaranteed to be able to seek her out
- Recruitment of and communication with potential award winners would benefit from the Inside Innovation Development Manager being provided with Log on access to prison's intranet system, thereby ensuring that Inside Innovation staff have access to up-to-date telephone lists and global e-mailing systems within each prison
- In view of the significant amount of work put into the idea development stages of UnLtd applications and the difficulties of maintaining contact, setting realistic, but appropriate deadlines between the initial idea to the application submission stage should be considered

### Commitment to Evaluation and Monitoring

- In view of the difficulties experienced by Inside Innovation staff in collating outcomes and activities of individual projects, consider the insertion of two further headings on the Project Review Meeting paperwork entitled: 1) 'Activities conducted since last review meeting' and 2) 'Feedback or evaluation data received since last review meeting'
- Explore the appropriateness of setting review meeting dates more formally (i. e every two months) to ensure that project activities can be monitored more closely and that the project does not slip down award winners' priorities
- Ensure the self-report evaluation scale provided by the evaluation team is filled in during the award winning welcome meeting and again during the project transitioning meeting.

- Ensure self-evaluation templates, sheet of evaluation tips and hints and award winners self-evaluation final report are inserted into award winners welcome pack
- Consider re-designing any future external evaluation methodology to increase use of telephone interview contact with Award winners, given the difficulties experienced in gaining contact by this year's evaluation team

#### Personal and Project Development Training

- As award winners have experienced difficulties in attending UnLtd training, consider providing evening training courses
- As UnLtd's training and networking opportunities are web-based and in prisons internet access is not readily available, the Inside Innovation staff need to be aware that many prison staff will require text-based information to enable them to make the most of the training available

#### Promotion and Recruitment to the Programme

- The success of the launch/ re-launch events indicate that promotional events are successful when: they are integrated into the middle or end of the prison day, when permission to extend the lunch hour is gained from the governor and free food is provided
- Given the increasing number of excellent project ideas coming to fruition, consider collating a 'booklet' style marketing document which contains photographs and details of the successful projects to date. This kind of document could also be used disseminate the project to organisations such as NOMS, as well as being used to promote the replication of excellent project ideas in other prisons
- Consider the appropriateness of designing a glossy-photo style poster series that includes a shot of the award winner at work and contains a brief overview of the project they have managed to ensure positive identification with potential Award Winners

#### Future Project Roll Out

It is recommended that the following factors feed into the prison selection process:

- That establishments are identified as having a supportive and pro-active Senior Management Team (SMT), who provide keys, initiate regular meetings and commit to the internal marketing of the programme and involvement in evaluation
- Potential prisons require an SMT that show an interest in bringing Inside Innovation objectives in line with staff development practices
- Selection of establishments where staffing levels and the professional culture are realistically flexible
- Finally, establishing programmes in this sector do not embed immediately and therefore programme funding must be ensured over a certain period of time for success

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## SECTION 1: Introduction to Inside Innovation

The Inside Innovation programme is a result of a partnership between UnLtd<sup>1</sup> and Media For Development (MFD). UnLtd is an organisation that offers practical and financial support to prospective social entrepreneurs in the UK. MFD is a not-for-profit organisation that uses different media to reach, engage, and empower isolated communities in the United Kingdom and internationally. UnLtd is a trustee of the Millennium Awards Trust and is an organisation that focuses on supporting and developing the role of social entrepreneurs as a force for positive social change.

The Inside Innovation programme forms part of MFD's multi-award winning Inside Job initiative that operates within the criminal justice system in the United Kingdom. As intermediaries, MFD's experience within the prison community makes them well placed to manage this innovative pilot scheme for prison service staff. In the first year of programme delivery (January to December 2006), Inside Innovation operated in two prisons, HMP Downview and HMP Wandsworth. During year two of this programme delivery, Inside Innovation was expanded to work in HMP Brixton and HMP Highdown. The Inside Innovation programme supports applications to UnLtd for funded awards for good project ideas generated by members of prison service staff for a 12-month period. An Inside Innovation Development Manager continues to support Award Winners and their projects.

This report provides an evaluation of the projects successfully funded by UnLtd in year one and an overview of projects successfully funded in year two, which were managed by Inside Innovation staff between January and December 2007, as well as evaluating the two-year pilot scheme as a whole.

### Development of the Inside Innovation programme

The background to the partnership and the development of the two-year Inside Innovation programme can be summarised as follows (see year One Evaluation for more detail<sup>2</sup>):

- UnLtd was interested in exploring whether the methods utilised with non-public sector individuals could be applied in the public sector
- UnLtd approached MFD, who already work within the prison environment, so were able to utilise their existing contacts to target prison staff
- Both organisations work in similar, support-intensive ways and share overarching objectives
- A joint funding proposal to the Indigo Trust was successful for the first year of service delivery. In year two a funding proposal was successful to the Charles Dunstone Charitable Trust.
- A full time post was shared by two people in year one who acted as part time Project Manager and Development Manager respectively. In Year two these roles were combined under the title of Development Manager and undertaken by one full time person. A new Development Manager was recruited in July to replace the Development Manager who had been in place since year one. The handover was smooth.

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<sup>1</sup> UnLtd is a foundation for social entrepreneurs, who's organisational mission is to 'reach out and unleash the energies of individuals as a vital force for regenerating their communities' (UnLtd Annual Report 2005-06). UnLtd was formed in 2000 and provides Development Managers to support individuals who have ideas, passion and drive to change society for the better.

<sup>2</sup> Wilkinson, K (2007) *Inside Innovation: An Evaluation*, Hallam Centre for Community Justice Occasional Papers: Sheffield Hallam University.



## Service Delivery

- The Development Manager was employed to work closely with potential award winners through the application process and is to meet individuals at least four times throughout the project
- The first year of service delivery began in January 2006 when the Inside Innovation Project Manager began creating interest and raising awareness of the scheme to Senior Management Teams (SMT) in both selected prisons (HMP Downview and HMP Wandsworth)
- In December 2007, the Hallam Centre for Community Justice from Sheffield Hallam University produced an evaluation report covering the first year of the Inside Innovation programme
- Funding for the second year of service delivery, beginning in January 2007 was provided by the Charles Dunstone Charitable Trust

## **Inside Innovation Objectives**

The objectives of the Inside Innovation programme remain the same as in year one of service delivery and can be separated into two components: First, overall project delivery, which consists of promotion, recruitment and continued support of the Inside Innovation programme. The second set of wider objectives concern the programmes sustainability, growth and the continued evaluation of the impacts of introducing social enterprise and innovation into the Prison Service. Both sets of objectives are identified as follows:

### Project Delivery Objectives

- To establish and promote the scheme in Prison establishments
- To support and shape applications for success in the UnLtd awards
- To provide successful applicants with a comprehensive support package, including project development meetings with the Inside Innovation Development Manager, training and networking opportunities which includes access to UnLtd resources
- To ensure that the award winner's own self-development remains as important as the wider positive impacts of the project.

### Wider Programme Objectives

- To enhance the likelihood of continued sustainability of award winning schemes and their replication across the wider prison estate
- To identify the wider benefits of the Inside Innovation programme in order to promote innovative thinking within the Prison Service
- To crystallise the positive benefits of the scheme in terms of staff development with a view to enhancing the opportunity for these projects to be supported through the Prison Service budget
- To extend the Inside Innovation programme into two further prisons in year two of service delivery

**Achievement of objectives table**

<b>Objective</b>	<b>Achieved?</b>	<b>Barriers to achievement?</b>
<p><b>To establish and promote the scheme in prison establishments</b></p>	<p>The programme has been running successfully since January 2006 in HMP Wandsworth and HMP Downview.</p> <p>Re-launch events occurred in both prisons in year 2. 40 staff attended the Wandsworth launch event. For Downview figures see below. This has resulted in a large number of enquiries about the programme (see Enquiries section).</p>	<p>A significantly high number of project idea enquiries do not get to the award winning application stage. Collecting data on these outcomes has proved difficult as:</p> <ul style="list-style-type: none"> <li>• Staff were not in a position to continue their projects despite getting to application stages</li> <li>• It was sometimes difficult to get an update on why no progress was made, as there are difficulties in maintaining contact with prison staff (see later section)</li> </ul>
<p><b>To support and shape applications for success in the UnLtd awards</b></p>	<p>Successful applications have risen from 7 in year one to 11 in year two. Making a total of 18 across both years</p>	<p>The Inside Innovation Development Manger conducts shaping work before the application stage. Sometimes this effort does not result in an application (see Enquiries section)</p>
<p><b>To provide successful applicants with a comprehensive support package, including project development meetings with the Inside Innovation Development Manager, training and networking opportunities, including access to UnLtd resources</b></p>	<p>The Inside Innovation Development Manager conducts bi-monthly review meetings with all award winners and has further contact by telephone and e-mail.</p> <p>The Inside Innovation Development Manager works from the UnLtd office one day a week which increases awareness of the resources on offer. The Development Manager has set up a group on UnLtd's social networking site UnLtd World, aiming to increase awareness of training and resources, enhance opportunities for networking, and enable the exchange of experiences amongst award winners</p>	<p>In year one each award winner attended at least one UnLtd training event as well as an Awards Day. In year two virtually all award winners had attended an awards day but only two award winners had attended UnLtd training (a Workshop on Financial Health and a Business Plan work day). A third Award Winner attended a British Library Copyright and Intellectual property-training day, which was recommended by the Development Manager.</p> <p>Award winners were positive about the idea of the UnLtd social networking site, however, many staff do not have access to internet in the workplace</p>

<p><b>To ensure that the award winner's own self-development remains as important as the wider positive impacts of the project.</b></p>	<p>Inside Innovation staff encourage and support all award winners with regard to their training and career development needs. Staff have kept in regular contact with year one award winners and have provided continuing query-based support regarding their individual future plans</p>	<p>Award winners have often not passed on information/ feedback from their project activities to Inside Innovation staff. This has proved to be a barrier to establishing the post-programme outcomes, including the award winners personal development</p>
<p><b>To enhance the likelihood of continued sustainability of excellent Award winning schemes and their replication across the wider Prison estate</b></p>	<p>Inside Innovation staff have provided support where necessary to enhance the likelihood of project continuation and encouraged project replication where possible</p>	<p>Prison staff work-loads are proving to be a barrier to the roll out of award winning projects in other prisons</p>
<p><b>To extend the Inside Innovation programme into two further prisons in year two of service delivery</b></p>	<p>The Inside Innovation Programme was launched in year two at HMP Brixton and HMP Highdown. 150 staff attended the joint launch/ re-launch event held at Highdown and Downview. The Brixton launch was attended by 50 staff.</p>	<p>Award winning projects from the two new prisons remain low. This is because the first half of the year was spent establishing the project at the new prisons with them becoming operational only in July. The number of enquiries at the new establishments (10 from Brixton and 21 from Highdown,) many of which are still at the project-shaping stage, suggests that project-awareness among staff is good and many more awards can be expected in the new year</p>
<p><b>To identify the wider benefits of the Inside Innovation programme in order to promote innovative thinking within the Prison Service</b></p>	<p>Currently this objective is being developed through discussions around producing marketing material which highlights successful projects</p>	<p>The number of successful projects has now reached a point where this type of marketing material can now be collated</p>
<p><b>To crystallise the positive benefits of the scheme in terms of staff development</b></p>	<p>The Inside Innovation Manager has had discussions with prison SMT's concerning innovative ways in which staff development rewards can be acknowledged (see later section)</p>	<p>Despite having had verbal agreement on a number of schemes encouraging this objective, Inside Innovation staff have yet to see any concrete outcomes from prison's SMT's</p>

## SECTION 2: The Evaluation

The Hallam centre for Community Justice was commissioned to conduct the second year evaluation. The following objectives are taken from the Terms of Reference document formulated between staff at the Hallam Centre for Community Justice and Media For Development staff:

### Evaluation Objectives

- To evaluate the effectiveness and impact of the Inside Innovation programme as a whole
- To assess the effectiveness and long term impact of the individual award winners projects from year one beyond their initial funding period
- To undertake a comparative review of the projects as implemented in each of the four prisons to identify the critical success factors in order to determine a set of key criteria to inform the selection of prisons for future roll-out of the project
- To examine why, if at all, the project is proving more successful in some prisons than others
- To provide training on evaluation tools and techniques to enable the gathering of ongoing monitoring data for use in the evaluation and to embed self-evaluation within the project.
- To inform future discussions about the strategic direction and development of the Inside Innovation programme

### Evaluation methodology

The evaluation used qualitative research tools to establish the experiences of award winners in engaging with the programme as well as the perceptions of other prison staff about its implementation. Qualitative data was gathered during one to one interviews with award winners and prison staff, which were undertaken over the telephone if necessary. Quantitative data is also used in the form of Excel spreadsheets, collected by the Inside Innovation staff for monitoring purposes.

A minimum of 1 award winner was interviewed in each of the four prisons. Interviews were also sought with representatives of Senior Management Teams in each establishment. An original aim of collecting base-line data by interviewing award winners at the beginning and end of their involvement with Inside Innovation and utilising a developmental self-report scale was abandoned<sup>3</sup>. A focus group was planned with all available award winners from the first year of programme, but this proved difficult to organise and was replaced by one-to-one interviews where possible. Additionally, an evaluation-training day was provided to Inside Innovation Staff.

The key research questions that were addressed by the evaluation are detailed below:

Award winners:

- How did successful award winners learn of the Inside Innovation programme?
- What motivated them to apply to the scheme?
- What impact has involvement in the scheme had on them?
- What do they see as being the major strengths of the programme?
- Were there any barriers to engagement with the programme? How were these overcome?
- Have there been any long term impacts of the award winning projects from year one beyond their initial funding period?

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<sup>3</sup> This issue is covered in more detail in later section.

Senior Management (Prison, MFD and UnLtd):

- How was the Programme implemented in the Prison? Was this approach effective? Could the approach have been improved?
- What has worked well and what have been the strengths of the Programme?
- Were there any barriers to implementing the programme; how were these overcome?
- To what extent do individuals feel there is scope for innovative thinking within the Prison Service?
- What has been the impact of the programme overall?
- What would aid continuing the roll out of the programme?

### Evaluation Training Day

The evaluation-training day was hosted by Sheffield Hallam University (SHU) in July 2007. Outgoing and incoming Inside Innovation Development Managers attended the event. It began with a PowerPoint presentation, which overviewed evaluation as a whole; this was followed by a similar presentation concerning 'self' evaluation of small projects. Finally, the evaluator and Inside Innovation staff examined each year one award winning project to establish the best way in which to support the collection of data to feed into the award winners 'self' evaluation, Inside Innovation's database and the external evaluation. The evaluator ensured the Inside Innovation team had electronic templates of evaluation data collection tools, so that each award winner could adapt them to their own needs and project activities. Additionally, a template was provided for a short, award winner authored, evaluation report and a sheet of tips and hints concerning evaluation were provided in the award winner's welcome pack.

### Data Collection

In line with SHU's commitment to co-operative inquiry and empowering evaluation methods, this approach was adopted towards data collection. All interviews were recorded with the permission of the interviewee. The recordings were transcribed and then erased from the digital voice recorder. Interviewees were given the opportunity to reflect on the evaluation process at the end of the interview and were asked if they had anything to add and/or if they felt the interviewer had left out any important questions.

### Documentary Analysis

A variety of documentation and information resources were used/analysed for evaluation purposes:

- Awards Committee Recommendation Report
- Project advertising
- Desk Assessment Checklist
- Information sheet post-initial contact
- UnLtd Transitioning Report Questionnaire
- Project Summary reports
- MFD web site
- UnLtd web site
- UnLtd Annual Report
- Inside Innovation spread-sheets detailing each project and also any enquiries received

### Fieldwork Conducted

In-depth semi-structured interviews with key stakeholders were conducted. These consisted of Senior Management Teams from 3 of the 4 prisons represented and Inside Innovation prison staff 'champions' who were often year one award winners. The Chief Executive of MFD, an Assistant Director from UnLtd and the outgoing and incoming Inside Innovation Development Managers were also interviewed. Finally, 6 of the 7 year one award winners were interviewed<sup>4</sup> and the views of 9 year two award winners were also collected.

### Limitations of the Evaluation

The evaluation experienced difficulties in accessing the views of award winners. Evaluation visits were not very well attended and the team had a better 'hit' rate using telephone interviews. Initially, the evaluation had planned to interview award winners at the beginning of their involvement with Inside Innovation and again towards the end of their project. A self-report evaluation scale was designed to attempt to 'measure' personal development and 'distance travelled' data as a result of the award winners' interaction with the programme (see appendix 4). The scale was e mailed and posted to all award winners, only four scales were returned. Additionally, as award-winning projects do not start at the same time and award winners were at various stages of their project, it proved challenging to adhere to the original methodology. It was decided that the Inside Innovation Development Manager would collect self-evaluation scale data for inclusion in future evaluation activities.

### Data Analysis

All semi-structured interview data were analysed using a thematic framework approach. This involves working through a number of distinct, although interconnected research phases (familiarisation, identifying a thematic framework, indexing and coding, mapping and interpretation) in order to make sense of the data. This is the preferred method of data analysis as it is a system that is based entirely in the original accounts of those studied. This qualitative analysis was an interactive process between two members of the evaluation team and involved ongoing discussion and debate throughout all stages, particularly in relation to agreeing key themes. This approach is particularly effective as it provides a 'checking mechanism' for the interpretation of data, thus adding to the validity of the results.

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<sup>4</sup> 1 year one award winner was unavailable for comment.

## SECTION 3 FINDINGS: Inside Innovation Programme Enquiries

The Inside Innovation programme records all enquiries about the service on an Excel spreadsheet. It was felt that analysing this data would support the overall evaluation of the Inside innovation programme.

### Year One Service Delivery Enquiries

In the first year of service delivery, the Inside Innovation programme received a total of 45 enquiries from prison staff from HMP Wandsworth and HMP Downview. These data are broken down to show the outcomes of each enquiry:

Outcomes	HMP Wandsworth	HMP Downview
Resulted in an award winning project	9	2
Withdrawn following award	3	0
No further contact established	10	7
Withdrawn before application stage	9	5
Total number of enquiries	31	14

As the table shows, a total of 12 of these enquiries resulted in UnLtd funding, however 3 projects were withdrawn following the award. Of the remainder of the overall enquiries that were followed up by Inside Innovation staff 17 of enquiries did not reach the application stage and potential award winners declined to maintain contact with the programme. A further 14 staff members began the UnLtd Award process with Inside Innovation staff, but withdrew before application stages due to the following reasons:

Enquires withdrawn	HMP Wandsworth	HMP Downview
Enquirer changed jobs or left prison service	1	0
High work load constraints	2	4
Went on long-term sick leave	4	0
Their idea was taken up by the prison	1	0
Technical difficulties <sup>5</sup> proved insurmountable	1	1

### Year Two Service Delivery Enquiries

In the second year of service delivery, the programme rolled out to two further prisons, HMP Highdown and HMP Brixton and total enquiries about the Inside Innovation programme rose to 61. As has been detailed below, 11 of these enquiries have resulted in successful funding from UnLtd. Currently only 5 enquirers have declined to engage with Inside Innovation staff any further in project development. Two potential award winners have withdrawn, both due to the project being set-up within the existing prison systems. Due to high work commitments, 3 staff members have placed their potential award winning projects on hold. A total of 50 enquiries are currently going through project development stages with the support of Inside Innovation staff.

<sup>5</sup> These have proved to be issues such as being unable to access the internet within prison or have experienced concerns regarding security.

<b>Outcomes</b>	<b>HMP Wandsworth</b>	<b>HMP Downview</b>	<b>HMP Brixton</b>	<b>HMP Highdown</b>
Resulted in an award winning project	7	1	1	2
Withdrawn following award	1	0	0	0
No further contact established	3	0	2	0
Withdrawn before application stage (both projects set up by prison)	2	0	0	0
Development put on hold	0	0	3	1
On-going application development stage	13	7	0	18
Total number of enquiries	22	8	10	21

Since the first year of project delivery the number of enquiries to the Inside Innovation programme has risen from 45 to 61. The programme has been rolled out to two further prisons would account for some of the rise in enquiries. Additionally, as the statistics here demonstrate, there is also a higher level of engagement with the Inside Innovation programme in the second year, with fewer withdrawals occurring and with the number of enquires resulting in successful award winning projects also rising from 7 to 11. A further 5 of the total of 42 award-winning applications currently in progress are due to be considered by UnLtd in January 2008.

Amongst the project suggestions received by Inside Innovation during 2007, there have been some strong and innovative ideas put forward. Listed below are some examples that provide the reader with a flavour of the new ideas that are coming from prison staff:

- Cookery clubs for inmates
- Falconry training
- Remembrance garden for staff
- Staff yoga classes
- Environmental awareness workshops for staff and inmates
- Meditation spaces for inmates
- Booklet of rights for released inmates
- Story time DVD for prisoners children
- Tranquillity fountain and sensory garden

The ideas above illustrate a variety of project ideas that could benefit the whole prison population.

### **Programme Up-Take Differences**

Despite the apparently promising statistics, when broken by prison, one can see that interest in the Inside Innovation programme is quite marked between each prison. Inside Innovation staff have noted this trend. The evaluation team found that this significant difference in interest between prisons could be grouped into four potential areas for concern:

#### Current Prison Culture

A number of staff have withdrawn from the programme due to long-term sick leave and work load issues. Evaluation participants explained the differential up-take of the Inside Innovation programme in different establishments with reference to work loading issues:



'There's very few staff here at the minute and I think, you know, any motivation they've got is very low. I do 40 hours a week here and it's not the most stress-free environment and I think "do I want this on top of it?" (Award Winner).

'Prisons have been through a very difficult time to be quite honest so a lot of the ideas and solutions to problems are being put to one side because people have been struggling to just get in and just get basics done' (SMT Representative).

Although, it may be considered that Inside Innovation can do little to challenge this situation, one could argue that during rollout to different prisons, they could potentially market themselves as a direct challenge to this situation if Senior Management is willing to take on the programme as a staff enhancing and staff development project. Alternatively, Inside Innovation may want to consider accessing statistics for each prison with regard to staffing levels and absenteeism before approaching a prison for Inside Innovation status.

A member of a Senior Management Team highlighted a more difficult to challenge, historical remnant of the prison service culture:

'Often, the culture is that the management are the problem solvers and they're the ones that create the policy and look at the solutions to the problems and it's very difficult to actually sort of change that. The only way we can do that is to keep pursuing it and to keep, you know, hitting the right information at the right level and look at different opportunities to communicate with staff' (SMT Representative).

However, programmes like Inside Innovation can be seen to be challenging this cultural situation as staff members are encouraged and supported in becoming problem solvers themselves.

### Embedding of the Programme

The Inside Innovation programme has only been running at two establishments for just under a year and many felt that the differential up-takes were illustrative of the need for the project to become more embedded in the new establishments before staff interest would rise:

'I think that maybe other prisons haven't seen the very positive outcome of this yet. To hear or see colleagues who have come up with a great idea and followed it through- it's inspirational to the rest of us. If staff are inspired by other staff, if they can discuss the idea quietly with somebody and they are given encouragement, then the numbers will level off I'm sure' (Award Winner).

This issue was highlighted by the evaluation undertaken in year one of service delivery and the evaluation team were not surprised to find that staff from the two new prisons were slower to come to Inside Innovation with good project ideas. One of the recommendations was to ensure successful award winners were used as 'champions' of Inside Innovation and until the two new prisons have had some projects come to fruition, it is difficult to inspire other staff members. However, this recommendation has been acted on and the results of this are that the highest rate of enquiries about Inside Innovation originates from the establishments where successful projects have already come to fruition. New projects are coming through the two new prisons and will be used for marketing purposes when appropriate.

## Senior Management Support

Closely linked to the embedding of the programme is what many describe as being an essential element in their decision to apply to Inside Innovation, that of encouragement and support from their Senior Management Teams:

'That's what made me do it in the end. I saw the Governor one day and he said "Go for it- just let me know if you need anything". I was really chuffed and felt really good about it all then, so I went for it' (Award Winner).

'A lot of the staff that have got involved we've gone out and really sold the project. There's a few people that off their own backs kind of picked a couple of posters and enquired and so on, but we've been and shouted about it mostly' (SMT).

'The Governor's been great- asks if we need anything to help- stuff like that- he was great at he launch too and always asks me how things are going when he sees me. It just makes you feel like all the hard works been worthwhile when the top brass notice you like that' (Award Winner).

In other establishments however, the evaluation team found that this essential support was less present:

'I don't think any of the Management Team know that I went in for it. My manager yeah, but he doesn't know we've got it yet, I haven't told him, he's really busy, you know' (Award Winner).

'I've only really mentioned it to one and he was supportive, but probably only because at the end of the day it will be good PR for the prison if it starts' (Award Winner).

The evaluation team however found the prison's SMT's to be welcoming of the Inside Innovation programme. This situation raises questions concerning the levels of communication between SMT's and the prison service workforce.

'All the SMT are fully aware of the programme and they are promoting it' (SMT Representative).

'We've got flyers, we've got posters, we've got word of mouth' (SMT).

'We had an input into developing the posters and then just went from there really and advertised it round the prison' (SMT Representative).

Indeed, some SMT's are very enthusiastic about the Inside Innovation programme, had linked the aims and objectives in with their own and opened their gates wholeheartedly:

'It links as well with our existing staff performance and recognition and it kind of all links in with that really, so it was just sort of an additional benefit to the staff (SMT Representative).

'We've had extra meetings and there's a member of staff from Inside Innovation who now has keys within the establishment. We also identified a member of prison service staff as the co-ordinator to help' (SMT Representative).

The Inside Innovation Development Manager has been security cleared for all of the four prisons (although still awaiting one set of keys at the time of writing). One prison SMT commented that existing award winners, who encourage/introduce a fellow member of staff to Inside Innovation, will receive a small payment. Another prison's SMT has suggested that those participating in the Inside Innovation programme will receive staff enhancements. Both of these ideas have recently been introduced.

Issues, such as staffing levels and professional culture, do undoubtedly affect the up-take of the Inside Innovation programme. These issues need to be considered during discussions concerning the strategic development of the programme. However, the evaluation team found that the most significant impact on the levels of up-take was the successful embedding of the programme in the prisons themselves, which can be linked in closely with the essential supportive Senior Management Teams.

The evaluation team has determined the following set of key criteria to inform the selection of prisons for future rollout of the project:

- A supportive and pro-active SMT (providing keys, attending regular meetings, making use of established channels, such as staff meetings, global emails and weekly bulletins to internally market the programme.)
- Establishments where the SMT shows an interest in bringing Inside Innovation objectives within staff development practices
- Establishments where staffing levels and professional culture are realistically flexible
- Ensuring that the project will be able to be sustained for a specific period of time to ensure programme embedding

## SECTION 4 FINDINGS: Inside Innovation Service Delivery Mechanisms

This section of the report will outline and evaluate the operational aspects and strategic direction of the Inside Innovation programme since the evaluation of year one service delivery. This section will initially outline how the recommendations from the year one evaluation have been incorporated in the second year of service delivery and following that an overview of Inside Innovation's operational processes will be provided.

### Year One Evaluation Recommendations

The evaluation of the first year of service delivery provided recommendations concerning three particular areas: partnership working, marketing and recruitment and evaluation processes, summarised below:

#### Partnership Working Recommendations and Actions Taken

Recommendations	Action taken
<b>Consider the provision of a dedicated Inside Innovation Officer at each Prison (possibly one of the existing Award Winners)</b>	The Inside Innovation programme has a dedicated 'champion' in all 4 prisons. Where possible these individuals are last year's award winners who act as a named individual who potential award winners are encouraged to approach
<b>Developing a clear commitment from the selected Prison management, ensuring their participation in evaluation processes and acknowledging that their staff are taking on extra, but work related responsibilities and the expected involvement of a Prison's Human Resources Department</b>	The Inside Innovation programme has a named member of the SMT at each prison who are responsible for the monitoring and promotion of the programme. Line Managers are also included in these lines of communication. Development Manger has monthly 'slot' with SMT at each prison. Involvement from the Human Resources Department is still being considered. In one prison the Union for Prison Officers has been involved.
<b>Consider including Inside Innovation staff in any UnLtd training and develop strong supportive links and parallel partnership working</b>	The Inside Innovation Development Manager now has a 'buddy' at UnLtd and works from UnLtd's offices once a week

#### Marketing, Advertising and Recruitment Recommendations and Actions Taken

Recommendations	Actions taken
<b>Review and re-focus on marketing the Inside Innovation programme to potential award winners, utilising the experience of existing award winners</b>	Inside Innovation staff organised innovative launch and re-launch events at each prison (including a BBQ). A display was presented containing the previous year's award winning projects. Enquiries rose directly after these events.

<b>Consider providing Social Enterprise workshops specifically in the Prison Service</b>	This recommendation is still being examined by MFD and UnLtd's senior staff.
<b>Prison departments and demographic information should be collected and monitored</b>	Award winners department of origin is collated, demographic information is yet to be included on the application forms (department, age, gender, nationality etc are all gathered on the app form but not on the initial enquiry form]
<b>Focus on opportunities for long term funding commitments from the Prison Service or National Offenders Management Strategy (NOMS), highlighting that innovative ways of working are beneficial to the Prison Sector</b>	Inside Innovation has disseminated the evaluation report from year 1 to the relevant sectors. The MFD Chief Executive and a member of the evaluation team co-wrote an article which was published in the Prison Service Journal in July 2007 <sup>6</sup>
<b>The marketing of this programme needs to focus on the strong message coming out of this pilot project which is that some of the Inside Innovation projects are excellent and could be replicated effectively in other prisons</b>	An effective means of ensuring this occurs has yet to be decided.

#### Commitment to Evaluation Recommendations and Actions Taken

<b>Recommendations</b>	<b>Actions taken</b>
<b>Long-term effects of involvement in the Inside Innovation programme need to be collated from Award Winners both pre and post involvement in order to gauge personal distance travelled</b>	The Inside Innovation Development Manager and evaluation staff decided that this data would be most effectively collected during existing interaction with the Development Manager. A self-report scale has been designed and distributed by the evaluation team
<b>Continual self-evaluation methods need to be developed and disseminated to award winners. Collating evaluation evidence from each award winning project continually</b>	An evaluation-training day was attended by Inside Innovation development staff, which addressed these issues. Data collection methods were designed and distributed

In summary, it has been illustrated that the Inside Innovation team have responded to the recommendations made in the year one evaluation report.

#### **The Inside Innovation Programme Delivery as a Whole**

The Inside Innovation team had a hand-over of Inside Innovation Development Management in August 2007 that was well managed and resulted in no adverse effects on programme delivery.

<sup>6</sup> Wilkinson, K and Greenshields, J (2007) 'Fostering the spirit of enterprise amongst prison service staff', *The Prison Service Journal*, No. 172, 17- 23.

## Support Processes

In order to ensure innovative ideas are put forward to UnLtd funding sources and that award winning projects come to fruition, the Inside Innovation Development Manager adopts the following supportive processes with each new project idea:

<b>Stage</b>	<b>Paperwork completed</b>
<b>1. Initial approach</b>	Potential PSAP idea form
<b>2. Entry meeting</b>	UnLtd Millennium Award Level 1 Application Form
<b>3. Board Recommendation</b>	Interview question guide Assessment form for level one UnLtd Desk assessment checklist completed by UnLtd Staff. Board Recommendation written by Inside Innovation staff and sent to UnLtd.
<b>4. Awards Committee Recommendation</b>	UnLtd Awards Committee make recommendations and write to award winner. Letter sent along with contract, BACs form, bank account form and invitation to Award Winners day. Inside Innovation staff are informed of application result. Referees are written to.
<b>5. Award Winners Welcome meeting</b>	Inside Innovation staff meet award winner to sign contract, go through, action plan, financial management, workflow chart and monitoring and evaluation forms.
<b>6. Award Winners Day</b>	At UnLtd. Attended by new Award Winners and Development Managers.
<b>7. Project review meetings (every 2 months)</b>	Minutes and actions arising paperwork
<b>8 Financial Review</b>	Budget reviewed before 2 <sup>nd</sup> instalment can be released.
<b>9 End of project delivery</b>	UnLtd Transitioning questionnaire Evaluation report produced

These processes ensured that award winning projects did not fall behind in their workflow aims and the regular review meetings provide the opportunity for any issues challenging the award winner experiences to be addressed by the Development Manager. Award winners reflected that these objectives were being met:

'If we encounter any difficulties she [the Inside Innovation Manager] is willing to help' (Award Winner).

'She's been a great help- just sort of reminding me- not letting the project slip and things' (Award Winner).

'Budgeting concerns have been my worry- but I know I can get help with that' (Award Winner)

The SMT contacts at the prisons also acknowledged the essential support that their staff get from knowing there is someone on hand to help:

‘Sometimes putting their ideas down on paper is really hard, so it’s essential the support they get’ (SMT Representative).

The Inside Innovation Manager is also available to Award Winners by telephone and e-mail, however Award Winners reflected that ‘it’s better when she’s here [in the prison] though, even if we just get to catch up’ (Award Winner). The benefits of the Inside Innovation Development Manager physically being there at the prisons were a recurring theme:

‘Be good if she was here regularly- say a set day each month or something- then I can save things I need to talk about until then’ (Award Winner).

‘We have staff information notices which are sent out electronically, but some staff don’t have either access or the inclination to use a computer. Seeing them face-to-face is always better’ (SMT Representative).

The Inside Innovation development Manager has also picked this issue up as it is often the most challenging part of the job:

‘Getting hold of people has been quite a big challenge. The ideas are there and then it just will sometimes just hit the buffers for reasons like them being just too busy or occasionally people might go off sick or are on holiday and then it’s almost- you have to sort of start from scratch again, so I spend a lot of my time just chasing people’ (Inside Innovation Development Manager).

MFD and UnLtd are considering this issue and admit that given the nature of the project, there are potentially three different bases from which the Inside Innovation manager could operate:

‘So it could be UnLtd it could be at Media for Development offices or it could be in one of the four prisons’ (UnLtd, Assistant Director).

The Inside Innovation Development Manager is currently suggesting that she base herself at each prison on a set day every month, as:

‘Meeting someone that maybe is just brimming with ideas on the corridors is great and you just hear those words “Oh, I’ve been meaning to get in touch with you for ages,” and you just think “Yes! Fantastic!” (Inside Innovation Development Manager).

Proposing to increase the amount of time spent by the Development Manager in each prison represents a beneficial opportunity, which the evaluation team support. It also fits in with the feedback from individuals concerning the most successful recruitment and marketing of the Inside Innovation programme. In the following section it is highlighted that many award winners feel more confident about approaching a familiar and ‘friendly face’.

### **Inside Innovation Recruitment and Advertising**

During the second year of project delivery, the Inside Innovation team came up with innovative and entertaining ways of re-launching the programme that proved extremely effective. The agenda for

these launch events were similar in that the Chief Executive of MFD gave a speech along with the Inside Innovation Development Manager. In February 2007 Inside Innovation held a re-launch event at a local public house, just outside HMP Wandsworth. Twenty staff attended the evening. The lunch event at HMP Brixton was held in July 2007 in the prison chapel, where fifty attendees were provided with free refreshments and year one award winning projects were showcased.

A joint-launch barbeque was held at HMP Highdown (and re-launch event at HMP Downview) because they are close together geographically. This event was a great success, with one hundred and fifty staff attending. The Inside Innovation staff devised an excellent system where prison staff had to go to the Inside Innovation 'desk' to pick up a voucher for a free burger. In this way people met the Inside Innovation staff in person and also took away leaflets which they read while they were in the queue waiting for their burger. These launches were well attended as they integrated into the middle of the prison day over an extended lunch period, were informal in nature and provided free food which helped draw in large numbers of staff and familiarise them with the project and the staff.

The success of these high profile events is underlined by award winners' reflections on the recruitment process:

'I saw the posters, but the launch event was the best- we had time to see the faces and get to know what it was all about- I'd seen the posters but it makes more sense from a person' (Award Winner).

'It was the friendly face that made me decide I'd go for it' (Award Winner).

However, award winners also highlighted that one-to-one engagement with their counterparts from the previous year in terms of word-of-mouth proved to be as effective for recruitment as it was in the first year evaluation:

'Before I applied for mine I spoke to the first group of people that had done it last year, now people come to me. I think that's why it worked...because most of the people who participated had spoken to each other' (Award Winner).

'Hearing about other people achieving these projects is what I was most impressed by and I thought- if they can do it- they work the same hours as me- then why not me too?' (Award Winner).

In light of the extremely successful launch events staged by Inside Innovation in year two, it may be worth considering making these events an annual occurrence.

### Barriers to the Programme

All involved with the evaluation identified lack of time as the biggest barrier to the successful interaction with the Inside Innovation programme:

'They've already got a really full working day, I mean one of the things I found difficult is all the little extras that you have to do' (Award Winner).

'We are so hard pushed at the moment- it's difficult to find the time for something extra really' (Award Winner).



‘Even the logistics of getting hold of them to follow it up – they’re on shift [and] obviously at the sharp end of things and the times when they are available are limited’ (Inside Innovation Development Manager).

However, SMT’s identified this as a reality of working life in this environment and considered interaction with Inside Innovation as being ‘like any project –relying on people that are very busy’ (SMT Representative). All the SMT representatives involved in the evaluation reflected this view:

‘Time pressures are always going to be difficult’ (SMT Representative).

We’ve had to take staff off their existing jobs, which are mandatory. So we’re not doing some of our essential work like voluntary drug testing and so on. So to actually, you know, take staff out of their workplace and allow them time to work on their projects when you’re not delivering the key pieces of work is quite difficult’ (SMT Representative).

As this section has highlighted, one of the biggest barriers to the ongoing success of the Inside Innovation programme is time, an issue that is difficult to address. However, the Inside Innovation support processes mentioned previously do operate well to ensure that award-winning projects operate within the allocated time-scales.

### Personal and Environment Impacts

The Inside Innovation project is a scheme that focuses on the development of the award winner and in doing so hopes to influence the work environment. In terms of personal development, it has been found that, as in the evaluation of year one of service delivery, that this project has huge potential to benefit every award winner at an individual level. All of the award winners identified their involvement with the Inside Innovation programme as being both personally and professional beneficial:

‘It’s really opened doors and given me an opportunity to think of professionally doing something else and being able to take up challenges’ (Award Winner).

‘It has given me more confidence about my own capabilities at work and at home’ (Award Winner).

The evaluation team found that award winners gained a multitude of skills during their interaction with the Inside Innovation programme:

‘When I started I didn’t really appreciate how much I would learn really. I feel ten times more confident now I know I can do it. It’s been great, I’ve also learnt about what I’m not so good at- like the budget stuff- I really struggled with that. Now I know that if I do anything in the future I’m going to be a lot more realistic about the budget’ (Award Winner).

The list below illustrates a sample of the skills Award Winners felt they had begun to master as a result of their projects:

- ‘Collecting necessary information and preparing it for the application’
- Presentation skills and public speaking
- Project Management
- ‘Budgeting- that was really tough to start with’
- Team work

- Organising other staff
- Confidence: 'I could have a go at anything now. I am capable, I've proved it'
- Delegation
- Using persuasive language
- Persuading others their project was 'worth getting enthusiastic about'
- Organising events 'was a new one on me'

Ultimately, some award winners had, since their successful interaction with Inside Innovation, reported that the experience had caused them to reflect on their own career pathways:

'I'm thinking of after the project I might scale down my work here and develop what I've started here in the public sector' (Award Winner).

While one award winner, described their involvement with Inside Innovation as providing them with 'just a little bit more job satisfaction' (Award Winner).

### Award Winning Training

UnLtd have a wealth of resources and training opportunities available to award winners. During year one of service delivery, most award winners attended at least one of these training and networking events. However, in year two award winners have not signed up to these UnLtd courses in the same numbers. Currently, only three have accessed this resource, many responded by saying they could not be released from their work commitments to attend. UnLtd are aware that attendance is difficult in this sector however they have had some successes in involving Inside Innovation award winners:

'We've met a number of prison officers who've come along to our events and, you know, I've had a chat with them and they seemed really pleased to kind of be there and be taking part in the kind of wider community, if you like' (UnLtd, Assistant Director).

This situation raises questions concerning the timing of the sessions provided by UnLtd. In order to ensure the individual award winners' career and personal development remain as important as the project they manage, training opportunities must be made available to them. Further, UnLtd's resources are web based and internet access is currently unavailable in prisons. This has meant that the Inside Innovation Manager has been posting text-based information to award winners to ensure they are aware of these opportunities.

### Environmental Impact

Another original focus of the Inside Innovation programme was to pilot a programme that would affect changes in the wider working environment. SMT representatives certainly looked upon the programme as potentially effecting changes throughout the prison system:

'Traditionally prison staff and managers are very good at delivering processes, but getting other staff members to think through problems with a view to achieving outcomes, like Inside Innovation do can only be beneficial' (SMT Representative).

'I think the nice thing about the project was that it was aimed at the staff. Staff had to take responsibility and drive forward their ideas and it could benefit the community and the whole prison community (SMT Representative).

An award winner echoed these sentiments as he described the 'learning curve' he had experienced whilst delivering his award-winning project. The quote below illustrates the opportunities for potentially affecting changes to the established ways of working in this environment:

'I think maybe I was trying to be too regimental and too structured, that's how we usually work in here, but I had to go with the flow on this project. I guess that maybe being slightly more flexible is possible in here' (Award Winner).

Indeed, the programme may be described as 'breaking down the walls' between prisons and the community as some projects have resulted in, for example, children's work being displayed as links between families and the prison have been built. One award winner also reported that during his 'Debating Club' sessions other prison staff had confided in him that they had enjoyed these sessions, thereby providing an opportunity for staff to see prisoners in a different light.

A further award winner admitted that his involvement with Inside Innovation and the collaborative relationships he had built up had made him re-think the provision of services from inside the prison:

'I think that's the future for me and my project- coming from outside, not from within the prison' (Award Winner).

The potential to effect the wider working environment in the prison service has been shown to be beginning in small, but significant ways. These shifts are extremely difficult to measure and evaluate, however these changes are happening as evidenced above, although the Inside Innovation team need to acknowledge that this is going to be a gradual process.

#### Award Winning Project Replication

The evaluation team found that some of the successful first and second year projects were already being replicated in other prisons (also see individual project templates in earlier section):

- The prison staff awareness raising training DVD has been mainstreamed as part of the compulsory induction at HMP Wandsworth and has been rolled out for use in two further prison's core induction staff training
- Two prisons have picked up the Homework club project
- The Moving On DVD has been shown in prisons in the South Central District
- The Educating Employers DVD has been show-cased as an example of good practice in 14 prisons in the South Central District

In terms of successful project replication, one needs to be aware that some of the project ideas are only appropriate for certain categories of prison:

'If you haven't got prisoners that are working in the community then you couldn't actually use an employers DVD' (SMT Representative).

Several of the second year award winning projects have also received enquires from other prison establishments regarding setting up similar projects:

- The Book Club has had enquires from two other prisons asking about setting up a similar club

- The Debating Society project has received a call from another prison in the area requesting advice on starting a project

Many of the year two-award winners reflected that they saw the objective of replication in other prisons is very important in informing their strategic project development:

'There's a blueprint here we've got it now- of the way that we've gone about doing it. A model basically that anyone can pick up if they needed to' (Award Winner).

'I'm looking forward to finishing this one and seeing whether we can do it somewhere else- that was all part of the original plan' (Award Winner).

'The purpose of this is just to kind of see how it works here and it might kind of springboard to another prison, actually I want to take it to the local community and to all the schools' (Award Winner).

The evaluation team found that successful project replication has become embedded in the Inside Innovation programme. This has occurred through Inside Innovation Development staff ensuring that during shaping and review meetings, this objective is kept on the agenda.

#### Award Winning Project Sustainability

The evaluation team also found that along with project replication, project sustainability had also become substantially more embedded in the Inside Innovation service delivery processes than in year one. Second year award winners had also integrated this objective into their project development:

'The plan is to come out at the end of the UnLtd funding period with a project that can pay for itself. So, the income generated from my project can come back into paying for the materials we need' (Award Winner).

'I hope to eventually involve probation in terms of what they can offer the prisoner in terms of their sentence planning when they are engaging with my project and this will hopefully result in the project being kept up longer too' (Award Winner).

Award winning projects being considered a long-term venture was difficult to ascertain in the first year evaluation, however during this evaluation, it became clear that award winners were not alone in taking this objective seriously:

'The two projects that we started initially will continue, so we didn't look at them as just a year' (SMT Representative).

'When we get some projects up and running- it gives opportunities to develop skills and it is something that we will want to maintain if it's working well' (SMT Representative).

This was an unexpected finding in comparison to last years vague comments concerning this issue. However it became clear during the second year, when concrete and positive results had been demonstrated, SMT's felt more comfortable discussing this objective.

## **Innovative Thinking in the Prison Service**

The first year evaluation found that there were three significant challenges to introducing innovative projects into the Prison Service. It is a sector where there are difficult time constraints for staff, job re-profiling occurs regularly and there is a traditional sense of unease about outside agencies. The evaluation team established that some of these barriers had reduced significantly by the second year of service delivery. Prison staff are still busy, but it was reflected that Line Management and SMT support made these issues easier for award winners. The job re-profiling issue has also been addressed somewhat:

‘We try not to re-profile while staff have an Inside Innovation project to do, but if we can’t avoid it we make sure the next person in that role has the project written into their time-loading’ (SMT Representative).

Further, the issues of a traditional sense of unease about outside agencies working in the Prison Service had dissipated completely, as prison staff felt comfortable and confident with the Inside Innovation team’s input. This is a situation that has come about over time as the programme has become more embedded.

However, established ways of working in the prison sector have core programmes that have to be delivered each day in a highly structured way. Award winners reflected that while innovative ways of working provide the ‘a scope to do new things and think outside the box’ (Award Winner), they saw any new ideas as being delivered within the existing ‘nature of the place as it always has to be within the kind of natural restrictions of a prison, as it were, because there’s always security implications’ (Award Winner).

That is not to say that the evaluation team did not find strong support for the introduction of innovative thinking and working into the prison service. It was reflected that innovative thinking was an opportunity to feed into ‘prison service aims and objectives as well’ (SMT Representative). As more award winning projects come to fruition, this was seen as an opportunity to ‘showcase the good work that goes on to the community and to other establishments’ (SMT Representative). In this way, the projects coming through the Inside Innovation scheme are taken as evidence that innovative thinking can and does fit into the prison sector way of working, as concerning quality and originality there are some very good ideas being generated. Although original thinking can work in the prison service, this is no easy task, given the restrictions and traditions of this working environment. Despite these challenges Inside Innovation has shown itself to be an effective programme that has provided a supportive model, which aids innovation in this area.

## **The Future Direction of Inside Innovation Programme**

The partnership between MFD and UnLtd has continued to be a successful one. As recommended the Inside Innovation Development Manager now has an UnLtd ‘buddy’ whom she meets regularly and she works from the UnLtd’s offices one day a week. This situation has worked well, making the Inside Innovation manager feel more supported and less isolated.

UnLtd have indicated that they would like to see some applications coming from the Inside Innovation Level 1 Award Winners for Level 2 UnLtd funding, to add to the one that already applied. However this application process is quite different from Level 1 funding and UnLtd are responding to the increasing support needed in order to achieve this:

'We're changing our system kind of this year, so we're trying to do more work pre- Level 2 applications support' (UnLtd, Assistant Director).

Currently, both UnLtd and MFD are conducting preparatory talks regarding the future of the Inside Innovation project:

'We're talking about trying to move towards bringing the project back into Unlimited so that then we could think strategically about where we're going to take it from there and what sort of funding would be available for it' (UnLtd, Assistant Director).

The essential involvement of MFD in setting up the programme by utilising their existing contacts and experience of working in this sector has established an effective and positive programme in the prison service. However, both parties now seem to agree that Inside Innovation' future may lie in becoming more 'integrated into UnLtd further over the next 2 years by examining how much time, energy and effort they can give to that' (MFD, Executive Director). UnLtd are very pleased with the way the programme has developed:

'The work that's happened has been really good so, we're keen to sort of see it go on' (UnLtd, Assistant Director).

Therefore, UnLtd are thinking more strategically in this direction too and it is foreseen that by next year UnLtd will be looking to 'integrate the project into our every day operations' (UnLtd, Assistant Director).

## **SECTION 5: Conclusion and Recommendations**

The Inside Innovation programme is the result of a partnership between Media For Development (MFD) and UnLtd. The Inside Innovation programme forms part of MFD's multi-award winning Inside Job initiative that operates within the criminal justice system in the United Kingdom. The Inside Innovation Development Manager, a post reporting to the MFD Chief Executive and whose salary is paid for by the Charles Dunstone Charitable Trust, is responsible for supporting applications to UnLtd for funded awards for good project ideas generated from staff working in the prison sector. In line with equivalent posts at UnLtd, the Development Manager supports Award Winners throughout the lifespan of their projects. A list of the main responsibilities carried out by the Development Manager is provided at appendix 1.

The main body of this evaluation report contains an evaluation of the individual award winning projects from year one. These details include an examination of the effectiveness and long-term impact of year one projects beyond their initial funding period (appendix 2). This report also contains an overview of innovative award winning projects in year two (appendix 3). The significantly positive impact and affirmative effectiveness of the Inside Innovation programme as a whole has been established. The comparative review of Inside Innovation initiatives in each of the prisons has been conducted to identify key criteria for prison selection for future rollout. The Inside Innovation Development Manager has received evaluation training to embed self-evaluation within the project and evaluation tools and techniques have been provided to enable the gathering of ongoing monitoring data.

During the first year of service delivery, Inside Innovation operated in two prisons, HMP Wandsworth and HMP Downview. During the second year of service delivery, Inside Innovation has been established in two further prisons, HMP Brixton and HMP Highdown, and the number of successful Award winning projects has risen to 11 making it a total of 18, and have five more applications ready to put before the UnLtd board in January 2008.

### **Key achievements:**

- The Inside Innovation programme has operated successfully in two prisons in its first year of delivery, HMP Wandsworth and HMP Downview
- The programme responded enthusiastically to the recommendations from the first year evaluation report
- During year two, the Inside Innovation programme has successfully launched in two further prisons, HMP Highdown and HMP Brixton
- Enquiries to the Inside Innovation programme from prison staff rose from 45 in year one to 61 in year two
- During year one, 7 award-winning projects reached fruition. In year two, 11 more project ideas have received UnLtd funding.
- An additional 5 further applications will be ready to put before the UnLtd board for consideration in January 2008.

The number of enquiries during year two rose to 61. This might sound like a disproportionately low number given that the project was launched in two further prisons. One reason for this could be that the first 6 months of year were taken up with establishment of project in new prisons, and it did not become fully operational until July 2007. Now that the project is becoming established, the numbers of enquiries in the two newly launched prisons of Brixton and Highdown (10 and 21 enquiries respectively) is a good indication that the project is enjoying a high awareness factor amongst staff.

The main body of this evaluation report contains an evaluation of the individual Award winning projects from year one, which includes an examination of the effectiveness and long-term impact of projects beyond their initial funding period. This report also contains an overview of innovative Award winning projects being developed in year two. The significantly positive impact and affirmative effectiveness of the Inside Innovation programme as a whole has been established. The comparative review of Inside Innovation initiatives in each of the prisons has been conducted to identify key criteria for prison selection for future rollout. Inside Innovation staff have received evaluation training to embed self-evaluation within the project and evaluation tools and techniques have been provided to enable the gathering of ongoing monitoring data.

### **Key findings:**

As has been highlighted by this report there are several key findings arising from the evaluation:

- The aims and objectives of all 7 year one projects have been achieved effectively. Of these, 3 are being supported by the prison beyond the initial award period and the prisons have backed this up with further funding. A further 2 projects produced DVD's which are currently being mainstreamed, both internally and externally in other prisons in the area.
- 2 year one and 2 year two projects have received enquiries from other prisons concerning replication.
- Enquiries to the programme have risen over the two year pilot period
- There is differential interest in the programme between prisons, however the evaluation team consider that these statistics will level out given sufficient time for the programme to become embedded.
- Service delivery mechanisms were found to be effective and year one evaluation recommendations have been successfully incorporated into Inside Innovation delivery.
- Recruitment and advertising of the programme has been reviewed innovatively resulting in the raised profile of the programme in each establishment.
- The Inside Innovation programme has been found overall to have been effective, while small but significant in-roads into effective ways of working in this sector have been identified.

### **Recommendations:**

The details of the award winning projects contained in this report (see appendix 2 and 3) illustrate that the Inside Innovation programme has supported a significant number of innovative project ideas that have been brought to the programme by committed and enthusiastic prison staff. It is hoped that the following recommendations will inform future discussions about the strategic direction and development of the Inside Innovation programme:

#### Service Delivery

- Consider formalising regular Inside Innovation visits to each Prison (e. g. first Friday of each month). It may also be beneficial for Inside Innovation staff to have access to a regular 'space' in each prison, where potential award winners will be guaranteed to be able to seek her out
- Recruitment of and communication with potential award winners would benefit from the Inside Innovation Development Manager being provided with Log on access to prison's intranet system, thereby ensuring that Inside Innovation staff have access to up-to-date telephone lists and global e-mailing systems within each prison
- In view of the significant amount of work put into the idea development stages of UnLtd applications and the difficulties of maintaining contact, setting realistic, but appropriate deadlines between the initial idea to the application submission stage should be considered



### Commitment to Evaluation and Monitoring

- In view of the difficulties experienced by Inside Innovation staff in collating outcomes and activities of individual projects, consider the insertion of two further headings on the Project Review Meeting paperwork entitled: 1) 'Activities conducted since last review meeting' and 2) 'Feedback or evaluation data received since last review meeting'
- Explore the appropriateness of setting review meeting dates more formally (i.e. every two months) to ensure that project activities can be monitored more closely and that the project does not slip down award winners' priorities
- Ensure the self-report evaluation scale provided by the evaluation team is filled in during the award winning welcome meeting and again during the project transitioning meeting.
- Ensure self-evaluation templates, sheet of evaluation tips and hints and award winners self-evaluation final report are inserted into award winners welcome pack
- Consider re-designing any future external evaluation methodology to increase use of telephone interview contact with Award winners, given the difficulties experienced in gaining contact by this year's evaluation team

### Personal and Project Development Training

- As award winners have experienced difficulties in attending UnLtd training, consider providing evening training courses
- As UnLtd's training and networking opportunities are web-based and in prisons internet access is not readily available, the Inside Innovation staff need to be aware that many prison staff will require text-based information to enable them to make the most of the training available

### Promotion and Recruitment to the Programme

- The success of the launch/ re-launch events indicate that promotional events are successful when: they are integrated into the middle or end of the prison day, when permission to extend the lunch hour is gained from the governor and free food is provided
- Given the increasing number of excellent project ideas coming to fruition, consider collating a 'booklet' style marketing document which contains photographs and details of the successful projects to date. This kind of document could also be used disseminate the project to organisations such as NOMS, as well as being used to promote the replication of excellent project ideas in other prisons
- Consider the appropriateness of designing a glossy-photo style poster series that includes a shot of the award winner at work and contains a brief overview of the project they have managed to ensure positive identification with potential Award Winners

### Future Project Roll Out

It is recommended that the following factors feed into the prison selection process:

- That establishments are identified as having a supportive and pro-active Senior Management Team (SMT), who provide keys, initiate regular meetings and commit to the internal marketing of the programme and involvement in evaluation
- Potential prisons require an SMT that show an interest in bringing Inside Innovation objectives in line with staff development practices
- Selection of establishments where staffing levels and the professional culture are realistically flexible
- Finally, establishing programmes in this sector do not embed immediately and therefore programme funding must be ensured over a certain period of time for success

## Appendix 1: Development Manager Responsibilities

- Assessing potential applicants from the prison staff.
- Providing project shaping meetings with applicants.
- Working with Award winners (through a series of meetings and interim telephone support) over the course of the Award to help them shape their project, make progress towards their objectives and achieve real impact in their particular area within the prison community.
- Conducting financial status project meetings with Award winners, with reference to the guidelines.
- Providing additional support to Award Winners (in the form of meetings and telephone advice) as the project comes to an end to help them look at ways of sustaining their project or accessing new sources of funding.
- Developing ways of motivating people when obstacles arise.
- Identifying ways of promoting the scheme and pinpointing publicity opportunities.
- Supporting the evaluation of each project and Inside Innovation as a whole.
- Organising seminars and briefings.
- Facilitating workshops and in house training where appropriate.
- Assessing any skills gaps which may hamper the project's progress and exploring means of addressing them without disempowering the Award winner.
- Identifying potential partners for each of the projects and helping to develop working links with them.
- Contributing to the development of a library of resources and information.

## Appendix 2: Year One Award Winning Projects

### Project 1: Educating Employers

<b>Project Description</b>	To produce a DVD and information pack capturing the financial and social benefits of employing offenders. It is well documented that employment of ex-offenders is a key factor in reducing re-offending.
<b>Project Aims</b>	To increase the number of voluntary and paid work placements available to serving offenders from the Resettlement Wing by professionalising the sales pitch to local employers and raising awareness amongst local employers of the issues around employing serving and ex-offenders.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• To produce an interactive DVD to present as part of a pitch to employers.</li> <li>• To organise an 'employers into prison's day' where the tools can be showcased.</li> </ul>
<b>Motivation for Application</b>	A deep commitment to the value of work experience placements for women in prison
<b>Personal development aspirations</b>	To gain experience of the development of media and media tool skills along with enhanced presentation skills. To get the opportunity to educate employers and voluntary organisations about the advantages of participating in a resettlement project and the benefits it can bring to their business and the wider community.
<b>UnLtd Award Value</b>	£4,500.
<b>Timescale of Project</b>	April 2006- April 2007.
<b>Outcomes</b>	A DVD was filmed and produced, along with a booklet. Employer visit events were hosted and the DVD showcased in HMP Highdown and HMP Downview.
<b>Long-term impacts beyond initial funding period</b>	The Educating Employers DVD has now been mainstreamed into the continuing work of the resettlement team and is used to encourage employers to employ/ provide work experience to ex-offenders. The DVD is utilised for employers' events both inside and outside of the prison. The DVD has been shown in all 14 prisons in the South East district as an example of good practice.

## Project 2: Homework Club

<b>Project Description</b>	To improve family visits by setting up an evening homework club for children visiting their fathers in prison.
<b>Project Aims</b>	To empower fathers in prison to take more interest in their children's educational commitments by providing learning opportunities for children whose fathers are in prison that can facilitate meaningful interaction between fathers in prison and their children.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Set up an enjoyable and well resourced homework club for children whose fathers are in prison</li> <li>• Provide specific learning opportunities for children whose fathers are in prison</li> <li>• Provide training/information for fathers in prison on how to support children with their homework</li> </ul>
<b>Motivation for Application</b>	Award winner had the idea some time ago but was unable to action it due to the restriction of funding
<b>Personal development aspirations</b>	To see the project up and running and the award winner has enjoyed the opportunity to be creative.
<b>UnLtd Award Value</b>	£3000.
<b>Timescale of Project</b>	April 2006- April 2007.
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• The homework club was set up on a weekly evening basis</li> <li>• Attendance has been approximately 12 families a week</li> </ul>
<b>Long-term impacts beyond initial funding period</b>	<ul style="list-style-type: none"> <li>• The homework club has now been mainstreamed by the prison and will continue for the foreseeable future</li> <li>• This project attracted a lot of media attention, receiving coverage on the PM show on Radio 4, had an article on the BBC news website and a article in the Mail on Sunday in November 2007</li> <li>• Two other prisons have set up their own homework clubs</li> </ul>

### Project 3: Don't Walk Alone

<b>Project Description</b>	This project is about providing support to offenders at a vulnerable moment of transition, when they are released. This project aims to train volunteers to assist ex-offenders with their resettlement in the community
<b>Project Aims</b>	To ease the transition from prison to the community by having trained volunteers to meet these vulnerable women and see them safely home or at least onto the train.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Selection and training suitable volunteers to meet with offenders prior to release, and at the moment of release meet them at the gate and escort them to their destination or mainline station</li> <li>• To set up a coherent system of training and support for volunteers</li> </ul>
<b>Motivation for Application</b>	Many prisoners on release are far from home and have no idea how to get across London. Their levels of fear and anxiety are high. At the local station drug dealers meet them and they are facing this alone.
<b>Personal development aspirations</b>	The award winner felt she had learnt how to deliver professional training for volunteers and develop and maintain community links. She felt her project had helped to dispel common misconceptions held by volunteers about ex-offenders and ex-offenders about volunteers. The award winner also gained a sense of achievement in recognizing a need and filling the gap.
<b>UnLtd Award Value</b>	£2000
<b>Timescale of Project</b>	June 2006 to June 2007
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• The DVD was shown during the volunteer recruitment process at meetings with a variety of faith groups who came to a training day (40 in total) in a church in the local area</li> <li>• 11 volunteers were recruited</li> <li>• The project was used successfully by a large number of women exiting the prison</li> </ul>
<b>Long-term impacts beyond initial funding period</b>	<ul style="list-style-type: none"> <li>• The prison has been under-writing the project by paying for the volunteers expenses as the numbers of women requesting the service has risen</li> <li>• The award winner is attempting to recruit more volunteers and the Senior Management team have offered the award winner administrative assistance</li> <li>• The DVD has been shown in all 14 prisons in the South West District as an example of good practice</li> <li>• The award Winner has been approached by the Governor to assist in the setting up of two further projects in the prison due to her involvement in the Inside Innovation programme</li> </ul>

#### Project 4: Inside Film

<b>Project Description</b>	To plan and deliver a series of evening classes for prisoners on the practical and theoretical aspects of filmmaking.
<b>Project Aims</b>	The course will facilitate creative expression amongst prisoners and staff as well as enable the development of theoretical and practical film-making skills, IT skills, team skills and critical thinking.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Facilitate the discussion of script-writing, story boarding and film styles</li> <li>• Enlist the support of professionals to run workshops on animation and sound.</li> <li>• Participants will produce a diverse range of work including documentaries, narrative fiction films and animated films which will be showcased at a mini Film Festival</li> </ul>
<b>Motivation for Application</b>	To show that film as a medium can excite, inspire and engage inmates.
<b>Personal development aspirations</b>	The award winner felt that she had developed new skills in animation and gained experience in events management.
<b>UnLtd Award Value</b>	£4,990
<b>Timescale of Project</b>	July 2006 to July 2007
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Five groups of inmates each consisting of a core of about 3/4 students got involved in the project</li> <li>• The project proved that it is possible to produce high quality films on a very small budget.</li> <li>• The inmates involved are able to demonstrate a high level of commitment and creativity.</li> <li>• The success of this project showed that the accepted model of prison education based on accreditation is not the only model.</li> <li>• Each group came up with a piece of film, which was showcased at a mini-film festival at the prison</li> <li>• Applied for Level 2 UnLtd Award although not successful</li> </ul>
<b>Long-term impacts beyond initial funding period</b>	<ul style="list-style-type: none"> <li>• The project was invited to the Bolivarian University in Caracas</li> <li>• The films were awarded the Koestler Award.</li> <li>• The Festival of Resistance, held in Bristol in November 2007 showed the film</li> <li>• Photographs of the project were exhibited at the Marxism 2007 Conference held in London in July 2007.</li> <li>• A College of Art and Communications has offered the award winner training in editing, lighting and camera work</li> <li>• Another local prison has made enquires about running the course</li> </ul>

### Project 5: Awareness day training for new prison officers

<b>Project Description</b>	To produce a range of interactive training tools, including a DVD, to facilitate a half-day information day for newly recruited prison staff so that they are accurately informed of the realities of working in a prison.
<b>Project Aims</b>	To effectively inform and prepare new recruits about the realities of working life in the prison environment.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• To produce a DVD on 'life inside' for prison staff which will consist of interviews, reconstructions and inside shots of the prison.</li> <li>• To hold an Information and Awareness day for new recruits consisting of question and answer sessions, prison tour, presentation of DVD</li> </ul>
<b>Motivation for Application</b>	Newly recruited staff do not know anything about the prison service. They are trained and then they leave. This is not a good outcome for either the prison or the employee.
<b>Personal development aspirations</b>	The award winner has seen his DVD being used in other prisons and still hopes to see this project go national.
<b>UnLtd Award Value</b>	£4000
<b>Timescale of Project</b>	September 2006 to September 2007
<b>Outcomes</b>	<p>The award winner collected evaluation data from the first two Information and Awareness raising days, which produced feedback on what trainee staff members thought of the DVD and prison visit:</p> <ul style="list-style-type: none"> <li>• 'It gave me a real insight into what prison life is really about' (Trainee prison staff)</li> <li>• 'It gave me a really good overview of what being a prison officer demands' (Trainee prison staff)</li> <li>• 'I was really surprised- being a prison officer is not all about security- its also about communication, counselling, understanding and teamwork' (Trainee prison staff)</li> </ul>
<b>Long-term impacts beyond initial funding period</b>	<ul style="list-style-type: none"> <li>• The session developed by the award winner has been mainstreamed into each new staff member's induction training.</li> <li>• The award winner has also had a number of enquiries about the training materials he has developed from other local prisons.</li> <li>• HMP Brixton are using the DVD during their staff induction</li> <li>• The award winner is currently looking into applying to Inside Innovation for a second time, in order to develop a DVD and awareness raising session for prison staff trainees on cultural awareness for new staff</li> </ul>

## Project 6: Translation Workshop

<b>Project Description</b>	To support the translation of prison information into a range of languages.
<b>Project Aims</b>	To improve access to information for the prison population, including foreign national prisoners and prisoners with disabilities and to support prisoners working in the translation centre to develop new skills e.g. IT, customer care, business management etc.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• To set up a prisoner translation service for prison information materials</li> <li>• Provide opportunities for prisoners working in the translation workshop to develop transferable skills (IT, customer care, business management)</li> <li>• To set up a good business model for the translation workshop so it has potential to operate as a self-funded initiative</li> </ul>
<b>Motivation for Application</b>	To address the needs of foreign national prisoners in an inclusive way.
<b>Personal development aspirations</b>	
<b>UnLtd Award Value</b>	£3500
<b>Timescale of Project</b>	
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• The translation workshop is up and running</li> <li>• The team has translated a range of prison information materials from visiting orders to catering menus into a number of languages including Spanish, Italian, French, Portuguese, Swedish and German</li> <li>• Foreign national prisoners now have the opportunity to translate prison service signs for the establishment in question</li> <li>• Senior management have encouraged the mainstreaming of this project as all set-up costs have been covered by the UnLtd award</li> </ul>
<b>Long-term impacts beyond initial funding period</b>	<ul style="list-style-type: none"> <li>• The award winner has had queries from other local prisons regarding translation of material</li> <li>• This award winner has expressed an interest in applying to level 2 UnLtd funding to set up an information hub to provide multi-lingual resources on a new wing</li> <li>• Inside innovation staff are supporting him in this venture</li> </ul>



### **Project 7: WISE (Wandsworth Information Sharing in Education)**

<b>Project Description</b>	Design and develop a website which will act as a portal for a range of resources uploaded by teaching staff and available to them in the staffroom.
<b>Project Aims</b>	To develop a website that will help to reduce the stress and isolation experienced by staff who prepare and research lessons outside of work hours.
<b>Project Objectives</b>	<ul style="list-style-type: none"><li>• Establish an educationally based website with access to wide range of up to date, high quality, relevant work materials/tools</li><li>• Introduce a 'sharing good practice' approach to work</li></ul>
<b>Motivation for Application</b>	To develop skills in project management and website design and hopes the website will grow as a shared resource for teaching staff for years to come.
<b>Personal development aspirations</b>	To gain skills in website development and design, project management, budgeting and organisational skills.
<b>UnLtd Award Value</b>	£3500
<b>Timescale of Project</b>	October 2006 to October 2007
<b>Outcomes</b>	<ul style="list-style-type: none"><li>• The website was set up successfully</li><li>• This has benefited prisoners as it has improved teaching</li><li>• It has benefited staff as they have been able to deliver better quality teaching</li></ul>
<b>Long-term impacts beyond initial funding period</b>	

## Appendix 3: Year Two Award Winning Projects

### Project 1: Debating Club

<b>Project Description</b>	To set up a debating club to address a range of topic areas identified by prisoners.
<b>Project Aims</b>	To provide a forum for prisoners to debate motions chosen by them, connecting them to current issues in the public arena and produce opportunities for prisoners to develop key life skills.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• To set up a monthly debating club</li> <li>• To invite key speakers/guests</li> </ul>
<b>Motivation for Application</b>	To release untapped talent within the prison population by provide a structured environment for prisoners to explore controversial issues, share ideas and develop critical thinking and public speaking skills.
<b>Personal development aspirations</b>	The opportunity to learn new financial skills. Developing facilitation skills and learning how to use editing software. To learn about group management, project management, facilitation, time management and financial accountability.
<b>UnLtd Award Value</b>	£4700
<b>Timescale of Project</b>	February 2007 to February 2008
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• A Debating Club has occurred every 6 weeks within the prison; attended by approximately 80 prisoners</li> <li>• External speakers have attended the debating clubs, such as local MP's, the Prison Reform Trust, local libraries and local magistrates</li> <li>• Prisoners have benefited by developing new listening, debating and public speaking skills</li> <li>• The prison staff who attend with the prisoners have also communicated to the Award winner how much they have enjoyed the clubs</li> </ul>

### Project 2: The Happiness Book

<b>Project Description</b>	To provide creative writing workshops that lead to the publication of a happiness book.
<b>Project Aims</b>	To get prisoners to produce a high-quality publication that explores concepts of happiness that will help transform the lives of both the people who produce the 'book' and those who read it.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• To devise creative writing workshops</li> <li>• To explore concepts of happiness</li> <li>• To develop work skills in research, writing and design</li> <li>• To disseminate 1500 copies of the publication</li> </ul>
<b>Motivation for Application</b>	To enable the main prison population to get involved in publication.
<b>Personal development aspirations</b>	To gain project management skills.
<b>UnLtd Award Value</b>	£4700.
<b>Timescale of Project</b>	May 2007- May 2008.

### Project 3: Share a Book

<b>Project Description</b>	To develop reading groups in prison. Participants will be encouraged to return the books so they can be rotated among other reading groups
<b>Project Aims</b>	To encourage the development of personal skills amongst prisoners: discussing, talking, and listening and respecting other opinions and to stimulate the establishment of book clubs at other prisons.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Establish regular reading group</li> <li>• Invite authors and guest speakers</li> <li>• Introduce the idea of book-recycling</li> </ul>
<b>Motivation for Application</b>	To ensure prisoners get the opportunity to benefit from reading groups and see their confidence grow and share this with other prisons.
<b>Personal development aspirations</b>	To learn project management skills including budgeting, marketing and public speaking. To gain more confidence in developing an idea into a project and seeing it through.
<b>UnLtd Award Value</b>	£3900.
<b>Timescale of Project</b>	July 2007 to July 2008.
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• HMP Holloway and HMP Brixton have already expressed interest in setting up their own reading groups as inmates from Wandsworth's book club have put in requests</li> <li>• The award winner received a letter from one of their regular attendees: 'I never knew you could get so much from books....can't we have it every week, rather than once a month?' (Book Club Attendee)</li> <li>• (pre-dated award so not an outcome)</li> </ul>

### Project 4: Pottery Project

<b>Project Description</b>	Together to produce a stoneware pot which will be used to decorate outside space in the prison.
<b>Project Aims</b>	To inspire and motivate a team of students to enable them to learn new skills and experience of engaging in a tactile workshop.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• To deliver 10 sessions in stoneware, ceramic and glass workshops</li> </ul>
<b>Motivation for Application</b>	Interest from prisoners to develop new skills in clay work and ceramics.
<b>Personal development aspirations</b>	To learn budget management, organisational and facilitation skills.
<b>UnLtd Award Value</b>	£3900.
<b>Timescale of Project</b>	June 2007 to June 2008.

### Project 5: Wanno Art Project

<b>Project Description</b>	To support artists to produce work for sale on a website, with profits reinvested in the project.
<b>Project Aims</b>	To support creativity and channel it to aid resettlement by providing new skills training for inmates.
<b>Project Objectives</b>	<ul style="list-style-type: none"><li>• To launch a Governor's Prize for Art and exhibit the entries. The winner will get a £50 voucher</li><li>• To exhibit prize winners work permanently within the prison</li><li>• Design a website which acts as an online forum for voluntary organisations supporting offenders and ex-offenders</li></ul>
<b>Motivation for Application</b>	To encourage creativity in prisoners and to bring the prison recognition for the creative work it carries out.
<b>Personal development aspirations</b>	To create a financially self-sustaining project that will help offenders to gain successful employment on release and learning how to set up a website.
<b>UnLtd Award Value</b>	£2970
<b>Timescale of Project</b>	September 2007 to September 2008

### Project 6: SACRED Exhibition

<b>Project Description</b>	To host the British Library exhibition "Sacred" during Diversity Week in the prison.
<b>Project Aims</b>	To provide prisoners a glimpse of the scholarship behind the sacred Christian, Muslim and Jewish texts and to build understanding amongst our prisoners of the similar roots of the three major faiths.
<b>Project Objectives</b>	<ul style="list-style-type: none"><li>• Host a version of the "Sacred" exhibition</li><li>• To invite the British Library to hold a workshop for prisoners on being a guide</li><li>• To set up a prisoner committee to be involved in setting up the exhibition</li></ul>
<b>Motivation for Application</b>	To raise awareness about how major religions come from similar roots. To help inmates focus on the similarities between religions rather than the differences.
<b>Personal development hopes</b>	To witness prisoners excitement when seeing sacred texts.
<b>UnLtd Award Value</b>	£2,200.
<b>Timescale of Project</b>	August 2007 to August 2008.

### Project 7: Visits DVD

<b>Project Description</b>	To produce materials with information on visiting which can be given to prisoners during induction, to send to their relatives.
<b>Project Aims</b>	To produce a multi-lingual DVD for relatives about the visiting process.
<b>Project Objectives</b>	<ul style="list-style-type: none"><li>• To develop a DVD that would help explain the visits process in an accessible way.</li><li>• To play the DVD at the visits centre</li></ul>
<b>Motivation for Application</b>	To make it easier for family and friends, particularly of foreign national prisoners, to understand the visits process and be reassured by the information in the film.
<b>Personal development aspirations</b>	To get some training in design and managing projects and budgets.
<b>UnLtd Award Value</b>	£3550.
<b>Timescale of Project</b>	October 2007 – October 2008

### Project 8: Vision Visits

<b>Project Description</b>	Prisoners whose relatives are unable to visit frequently are able to record a short DVD film to send to them in place of a visit.
<b>Project Aim</b>	To increase access and enhance communications between prisoners and their families.
<b>Project Objectives</b>	To enable prisoners to produce a DVD to send to their families in place of a visit.
<b>Motivation for Application</b>	To improve the quality of relationships between those who are serving time in prison and their families.
<b>Personal development aspirations</b>	To learn new I.T skills in editing and develop project management and organisational skills.
<b>UnLtd Award Value</b>	£3550.
<b>Timescale of Project</b>	October 2007 to October 2008.

### Project 9: Cards and T shirts exhibition

<b>Project Description</b>	To produce cards and T-shirts designed by prisoners to be sold in the visitors centre.
<b>Project Aims</b>	To show that the role of education in the criminal justice system can be seen in terms of rehabilitation and to show that art does have a positive effect on the behaviour and attitudes of the inmates.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• To encourage prisoners to come up with their own designs to put on cards and t-shirts</li> <li>• To sell the products through the visitors centre</li> <li>• To put profits back into project to sustain the post-funded period</li> </ul>
<b>Motivation for Application</b>	To get inmates to operate more professionally and to see if this project is an effective way of building prisoner self esteem.
<b>Personal development aspirations</b>	To learn new skills and challenge themselves professionally and have the opportunity to use artistic and organizational skills, in terms of design, printing and hanging an exhibition.
<b>UnLtd Award Value</b>	£2950.
<b>Timescale of the Project</b>	November 2007- November 2008.

### Project 10: Body and Soul: Holistic Services

<b>Project Description</b>	Staff, massage facility and chill out room, where prison staff can receive one day massage workshops.
<b>Project Aims</b>	The project aims to enhance staff morale, reducing the number of stress-related ailments and contributing to a more harmonious working environment.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Provide treatments such as Indian Head Massage and Head and Shoulders Massage</li> <li>• Provide hand and foot massages during the lunch hour</li> </ul>
<b>Motivation for Application</b>	The award winner is interested in what triggers stress at work and has first hand experience of working in volatile environments.
<b>Personal development aspirations</b>	To develop negotiation, business, finance and general administration skills.
<b>UnLtd Award Value</b>	£1820.
<b>Timescale of Project</b>	November 2007-November 2008.

### Project 11: Talks for young people

<b>Project Description</b>	To take serving prisoners on escorted visits to schools and youth clubs in local communities who have been affected by gun crime, knife crime and 'gang culture'.
<b>Project Aims</b>	To de-glamorize gang culture and challenge gang conflict
<b>Project Objectives</b>	<ul style="list-style-type: none"><li>• Locate appropriate inmate to provide an 'authentic' voice for the young people to reflect on</li><li>• Provide alternative role models by inviting police officers/ youth workers to attend</li></ul>
<b>Motivation for Application</b>	To equip young people with the information they need to make an alternative choice to violent crime.
<b>Personal development aspirations</b>	To develop project management skills and network with community projects.
<b>UnLtd Award Value</b>	£2300
<b>Timescale of Project</b>	December 2007 - December 2008

## Appendix 4: Award Winner Self-report Scale

### INSIDE INNOVATION EVALUATION Year 2

Scale (to be completed on entry and exit from project)

Name: ..... Entry date:.....  
Exit date:

This scale is to establish the effects on you personally and professionally of being involved in the Inside Innovation Programme. The scale will therefore be completed twice, first early on in your involvement with the Inside Innovation Programme and again at the end of November so we can assess to what extent being involved in the programme has affected you personally and professionally.

Please could you complete the following numbered ratings scale, with 0 signalling '*not at all or none*' and 10 meaning '*very, much or extremely*'.

#### Section 1: Skills and competencies

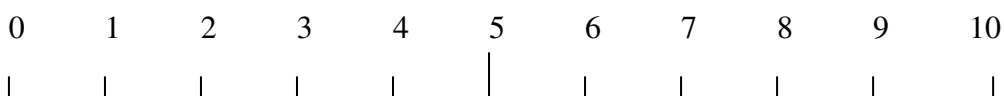
a) How comfortable do you feel about working in a team?



b) How would you rate your project leadership skills?




c) How would you rate your spoken communication skills?






d) How would you rate your negotiation skills?

0    1    2    3    4    5    6    7    8    9    10



e) How would you rate your ability to persuade/ convince others that your ideas are workable and useful?

0    1    2    3    4    5    6    7    8    9    10



f) How would you rate your public speaking/ presentation skills?

0    1    2    3    4    5    6    7    8    9    10




g) How would you rate your ability to produce a business plan?

0    1    2    3    4    5    6    7    8    9    10



h) How would you rate your ability to put together a project budget?

0    1    2    3    4    5    6    7    8    9    10



**Section 2: Motivation at work**

a) How proud of your own work-based-achievements are you?

0    1    2    3    4    5    6    7    8    9    10

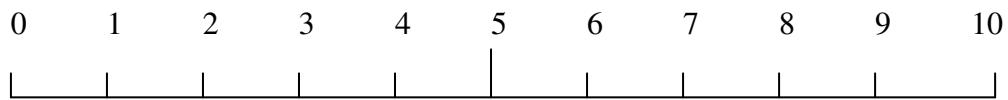


b) To what extent do you feel you have been provided with opportunities for career progression over the last two years?

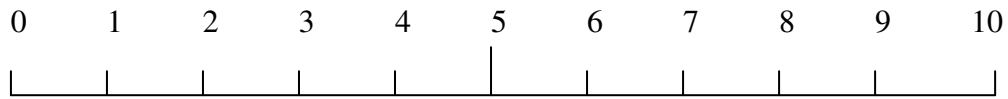
0    1    2    3    4    5    6    7    8    9    10



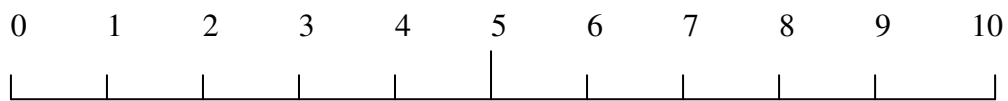
c) How organised a person do you feel you are?



d) How would you rate your time-management skills?



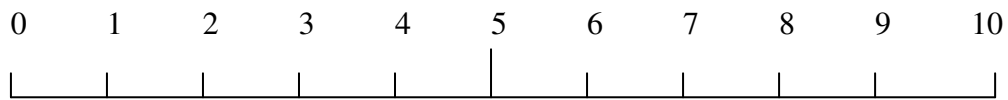
e) If you have an essential task to perform, how would you rate your capacity to organise its completion?



f) How confident a person do you feel you are?



g) How valued do you feel in the workplace currently?



Thank you very much for completing this scale.

You will be contacted again at the end of November, by Kathy Wilkinson who works for Sheffield Hallam University who are conducting the Evaluation, to book a time in which to re-visit the scale and see if you feel any differently about these issues after being involved with the Inside Innovation programme.