



# HOW ARE CHARITIES ACCESSING PEOPLE IN PRISON TO DELIVER VITAL SERVICES?

Grace Wyld, Theo Clay and Sally Bagwell  
March 2019

NPC'S CRIMINAL  
JUSTICE PROGRAMME

**Beyond  
Bars**



NPC helps charities, funders, philanthropists and social enterprises achieve the greatest possible impact. Part think tank, part consultancy, and a charity ourselves, we work to transform the charity sector to do the best it can for the people it supports. [www.thinkNPC.org](http://www.thinkNPC.org)



This programme has been made possible by a coalition of funders. We are extremely grateful for the support of **The Drapers' Company, The Aurum Charitable Trust, J Leon Group Philanthropy Council, Treebeard Trust, and Mike and Maureen Hobbs.**



With special thanks to Revolving Doors Agency and Clinks for their time and expertise as partners and advisors.



**Cover image:** Cover image: A Switchback Mentor speaks with a potential Switchback Trainee about taking part in the charity's programme of intensive support and training for young men leaving prison. Credit: Switchback [www.switchback.org.uk](http://www.switchback.org.uk)

# EXECUTIVE SUMMARY

NPC'S CRIMINAL  
JUSTICE PROGRAMME

Beyond  
Bars

*'The charity can be the difference between self harm or even suicide.'*

**Steve Robson, Governor, HMP Leeds**

It is increasingly difficult for charities to access people in prison, but we think they are vital. People in prison often need access to charities who can ease the difficulties of custody and help people reduce their own likelihood of reoffending.

But charities face a double access problem when trying to work with people in prison. It is hard to get through the door of the prison, and once inside there is no guarantee of access to prisoners.

In this report we set out how to overcome these barriers: strong relationships with all prison staff, recognition of shared aims, voluntary sector coordinators and work to influence prison officers.

We have also found that working in prison often creates a tensions between charities values and their missions. Charities must decide if they can continue to work in inhumane prison conditions that have not 'got the basics right?'<sup>1</sup>

For those that do, this report explores how closeness to prison infrastructure can undermine their independence. Is embeddedness in the system essential for meaningful access to the system? And does that embeddedness risk charities drifting from their mission?

*'Prisons try to be rehabilitative, but they are also inherently about security. You have two conflicting ideologies working hand in hand—or rather, not always working hand in hand.'*

**Prison officer, Unlocked Graduates**

<sup>1</sup> MOJ, Safety in Custody Statistics, England and Wales, January 31 2019.

# NPC's criminal justice programme: Our vision for people in prison

We want people in prison to have access to the services they need, and for the prison system to be humane and effective at rehabilitation.<sup>1</sup>

Charities are crucial to making this vision a reality. But many are struggling to access prisoners to deliver vital services and feel locked out of influencing policy to change the system.

Our criminal justice programme looks at how charities are:

**delivering services** in prison despite a difficult climate;

**influencing change;**

and the role that independent funding plays to enable both.

This is the second of two discussion papers, exploring why access to prison is so difficult and what we can do about it.<sup>1</sup> [The first paper explored the role charities play influencing change.](#)<sup>2</sup>

**Get the latest on all this work at [www.thinkNPC.org/CriminalJustice](http://www.thinkNPC.org/CriminalJustice)**

<sup>1</sup> We published *Beyond bars: Maximising the voluntary sectors contribution in criminal justice*, in 2017, making the case for the importance of charities in criminal justice. The argument has been made by academics such as [The Voluntary Sector Resilience Project](#), [Dr Jane Dominey](#) at Cambridge University, and [Philippa Tomczak](#) at Nottingham University<sup>1</sup> and [Kevin Wong](#) at Manchester Metropolitan University. <sup>2</sup> There is an assumption that 'influencing work' is about the system, whilst service delivery is about supporting individuals. We split our research into these two strands, but we have found that the line between the two is blurry. Our first paper therefore touched on the role of service delivery in social change.

# This paper focuses on charities ability to access people in prison to deliver services

*‘Access to prison is crucial. People are not taken out of the mix when they go to prison, some may still be in danger, others will remain gang associated, being influencers in prison as well as the community. It is crucial to include the prison component in the desistance trajectory.’*

**Dr Carver Anderson, Executive Director and Co-Founder, Bringing Hope**

Over the last few months we have spoken to people with lived experience of prison; charities working in prisons and voluntary sector coordinators; prison staff—including governors, heads of reducing reoffending, custodial managers and prison officers; civil servants and independent funders.<sup>1</sup> [See Appendix 1 for more about how we did this research.](#)

We worked in partnership with [Revolving Doors Agency](#) to ensure the views and insights of people with lived experience shaped this project and its findings.

A focus group was held with people with recent experience of prisons, which was co-facilitated by members of the Lived Experience Team. Revolving Doors Agency research and lived experience team co-designed, facilitated and co-analysed the focus group.

In particular, we would like to thank Emma Sweet, Satvinder Singh Hundle and Alyce-Ellen Barber for their contribution to the topic guide design, facilitation and analysis of the lived experience focus group. Please see [Appendix 2](#) for more information on the focus group.

<sup>1</sup>The findings in the paper are from our selective research. We highlight examples of good practice at the time at which we spoke to these prisons. Being a volatile sector, we know this can change quickly.

## Navigating this report: Click to jump to section

Why do we need charities in prison? **p.7**

Why are charities struggling to access people in prison? **p.11**

How are charities overcoming barriers to access? **p.22**

Navigating the tensions of working in prison **p.38**

Recommendations **p.44**

Taking this work forwards **p.52**

Appendices **p.56**



Return to navigation

# Why do we need charities in prison?

## People in prison value having access to high quality services provided by charities in prison

People in prison often trust charities because of their independence:

*'If it's a screw [prison officer] sitting there... You're not going to talk. Yeah. You're going to be guarded, you know what I mean? Because the less they know about you, the better.'*

..and because their staff and volunteers often have lived experience of prison too:

*'The woman [from a charity] come and she spoke my language. To me it's like, a language thing as well. I can relate to you if you've done certain things that I've done.'*

They provide motivation and determination:

*'[Working with a charity] helps move forward... If you're doing well on the inside, you're going to want to do well on the outside.'*

And they support people's improved mental health and confidence:

*'Doing the charity work in prison helped me, not only with my mental health. It helped me to communicate properly.'*



## Working with charities in prison gave Michael\* a sense of responsibility...

Michael spent years serving short sentences in at least three prisons, where he did not engage with charities. But when he received a six year sentence he took the opportunity to get involved with addiction and mental health charities.

*'I'm so used to rebelling against the system. So, now, it was like I've got older, now I'm going to give back.'*

His motivation came from wanting to help others, but he also found it gave him responsibility and opportunity for personal progression.

*'A charity yeah. Am I really doing this? Cause I'm helping others... and it just felt good to have responsibility.'*

Moving to an open prison, Michael was able to access addiction services provided by a charity inside prison and in the community, which helped prepare him for release.

*'I'm helping this guy because he can get a hostel somewhere. This person, needs their benefits helping sorted out. I did that. It just gave me a sense of purpose. I felt wanted. Do you know what I mean? Walking around the wing with my head held up high, knowing that I'm helping people.'*

\*Michael is now an active member of Revolving Doors Agency Lived Experience Forum. Names have been changed to protect all focus group participants identity.

...whereas Chloe\* found that she didn't have access to charities when she needed them the most.

Chloe has spent time in 8 prisons. She felt pressured to accept support from charities when she wasn't in a fit state in case the opportunity was never offered again.

*'A lot of the time they come....when you're not ready to receive that help....you're just coming down on your meds or detoxing off your crack and your heroine. You know, that's not a time to try and solve [issues]... You feel that if you say no, you're going to miss that chance. But then you say yes, and you don't get anything from it anyway because you're too bloody ill to know what's going on.'*

Chloe said it was the practical support from a women's centre which really mattered to her.

*'They were able to send us pyjamas, underwear... I'm far from home, they'd provide me with 2<sup>nd</sup> class stamps and writing paper.'*

She was released after serving long sentence with no where to live and was let down by probation services.

*'If there had been a charity that was there to help me on that release, I wouldn't have ended up in a crack house on my first day out on the night time... I wouldn't have fell back into old ways because I would have had a purpose.'*

\*Chloe is now an active member of Revolving Doors Agency Lived Experience Forum. Names have been changed to protect focus group participants identity.



Return to navigation

# Why are charities struggling to access people in prison?



## External access

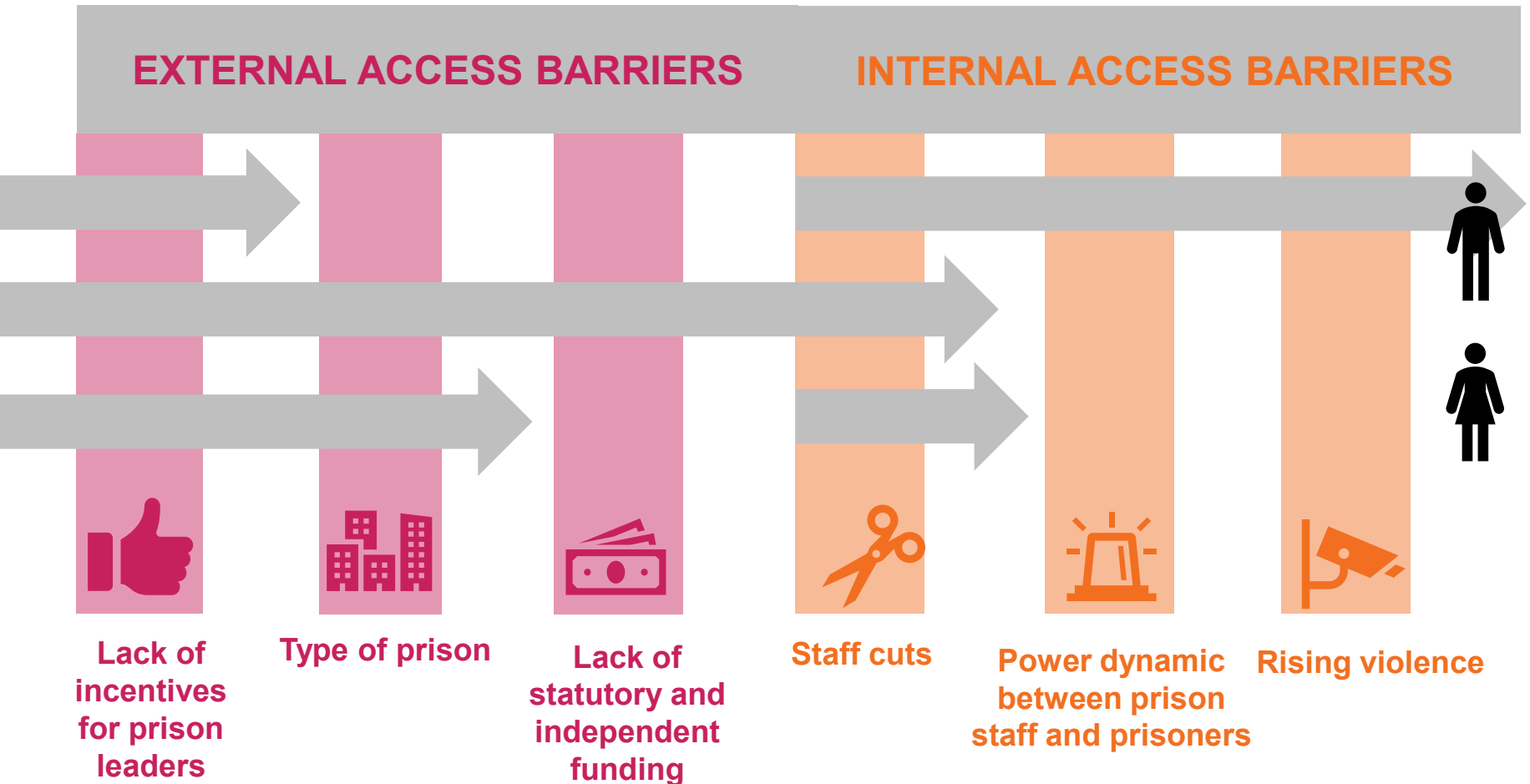
Getting through the prison door



## Internal access

Getting access to prisoners once inside

Charities face a **double access problem** when trying to reach people in prison:



## Government funding for the sector has been squeezed

Centralised routes to government grants and contracts seem to be closing. The restructure of the probation service, Transforming Rehabilitation, side-lined charities, detrimentally affecting their access to people in prison.<sup>1</sup> The commissioning of education services is also due to change in April 2019. (see [Appendix 4](#)).

Unable to get results from these commissioning systems, charities are turning to individual prisons for funding. Unfortunately, prison governors have faced punishing cuts and are under immense pressure to focus on safety and avoid riots while prison officer numbers are decreasing.

*‘The reality nationally is that prisons don’t have any money... Governor flexibility in budgets and their capability to invest in charities is very limited, if not non-existent.’*

**Prison leader**

By 2020, there will have been a 40% reduction in real terms of public expenditure by the MOJ since 2010—down from £9.3bn in current prices in 2010/11 to £5.6bn by 2019/20, with further cuts still planned.<sup>2</sup> Meanwhile, prisons are creaking under the weight of overcrowding, their population having risen by 70% in 30 years.<sup>3</sup>

*‘Very few charity partners are funded by the prison—we just don’t have the resources.’*

**Nasrine Matin, Head of Reducing Reoffending, HMP Downview**

<sup>1</sup> Track TR: under represented, under pressure, under resourced, Clinks, April 2018. <sup>2</sup> Travis, A. Public services face real-terms spending cuts of up to 40% in decade to 2020, in *The Guardian*, 2017. <sup>3</sup> Prison Reform Trust (2018) *Bromley Briefing Prison Factfile*, p.10.

## Independent funders are losing confidence in prisons

Prisons are over stretched and under resourced, creaking under the weight of overcrowding.

As a result, independent funders (whose contribution is vital<sup>1</sup>) are losing confidence that their input will make a difference. And charities working in prison are more dependent on independent funding than charities in the broader criminal justice sector.

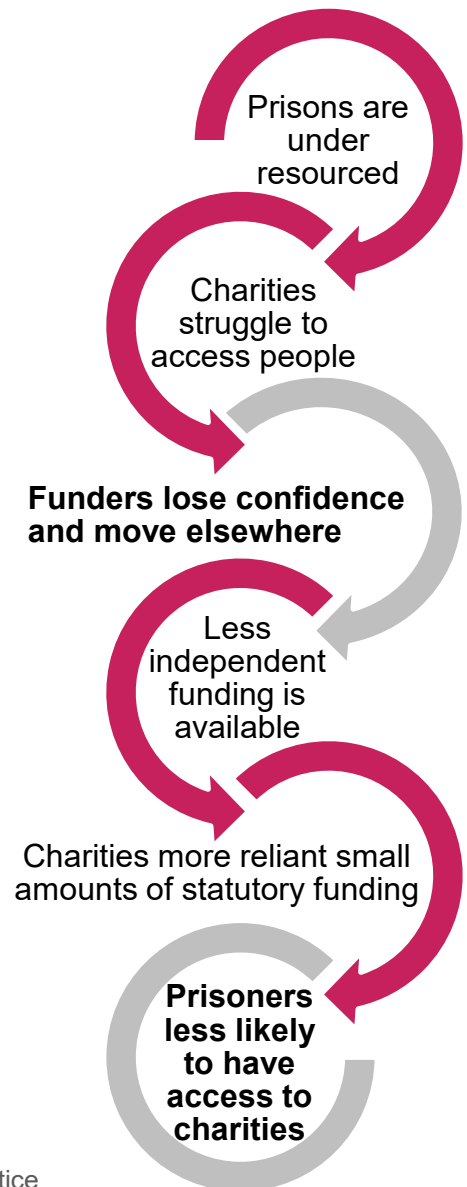
*'The prison part of a person's journey is the black hole bit that's not transparent. There is this perception that what goes on there is not transparent and that puts a lot of funders off.'*

### Independent funder

Funder drift away from prisons is not always deliberate. Many still care deeply about this sector, but in practice, are finding fewer opportunities to fund charities working in prisons that they are comfortable with and confident in.

<sup>1</sup> Small and specialist criminal justice organisations are particularly reliant on independent funders, who provide 33% of their income. Source: Clinks (2018) *The State of the Sector*, p.61.

Read more about our conversations funders about their frustrations and motivations with the criminal justice sector in [this blog from December 2018](#).



## Governors are not incentivised to work with charities...

Charities access depends on the prison governors personal motivation and passion. This leaves charities vulnerable, particularly with high levels of staff turn over.

*‘The flip side of the governor autonomy agenda is we are very vulnerable to their impulse and instinct. Prisons are bizarre institutions and having other stakeholders coming in can make it very difficult for governors.’*

**Kieran Breen, CEO, Leicestershire Cares**

Some governors view charities as a risk, exposing themselves to media attention:

*‘Governors don't want scrutiny, and with recent charity scandals, they are more risk averse. Prisons don't want anyone external who can report on the rise in violence.’*

**Charity leader**

At the other end of the spectrum we heard prisons say that because they have faced such punishing cuts, they will bring charities in without any due diligence:

*‘We are wheeler dealers here. If anyone offers us something for free we'll take it.’*

**Prison staff**

## Some prisons are easier to access people in than others...

Many charities find that prisons with a stable population such as training and resettlement prisons (Category C), open prisons (Category D) and women's prisons are easier to access prisoners in than local prisons, which take people directly from court and have high turnover (Category B.)

Smaller prisons are also easier to access people in, because the task of sequencing services is more manageable. And when prisons have small populations on each wing, it is less likely that entire classes will be shut down due to lock downs, with at least some men or women able to attend.

*'High turnover in local prisons means we have to train new Listeners more often, placing high demands on our volunteers. Structurally speaking, it's easier to work in a more settled environment.'*

**Britte Van Tiem, Prisons & Justice Programme Manager, Samaritans**

The type of prison affects internal access too, as charities need appropriate rooms to deliver workshops in. This does not necessarily mean new prisons are easier to work in than old prisons—the new build HMP Berwyn opened in 2017, and charities often find it lacks adequate rooms.

*'You can't have a meaningful conversation on the landing. Something as basic as a private space to talk without distractions makes an enormous difference to a prisoner's chance of success.'*

**Alice Dawnay, Founder & CEO, Switchback**



## Once inside the prison walls, staff cuts mean prisoners spend less time out of their cells

*'Your access may look great on paper, but if you have long periods of lock down nothing is going to happen. Safety and security concerns mean that some of the other stuff which might mitigate the violence is put to the side.'*

**Jason Moore, Divisional Director of Substance Misuse Services, The Forward Trust**

6,580 prison officers lost their jobs between 2009 and 2014 as a result of austerity. Many prisons are often too understaffed to safely unlock people from their cells to take part in activities.

People in prison are increasingly spending less than 2 hours a day out of their cells—narrowing the opportunities for charities to work with people in prison.

# 38%

of young people in prison spend  
**less than 2 hours out of their cell.**  
Up from 11% in 2011/12.

# 32%

of people in local prisons spend  
**less than 2 hours out of their cell.**  
Up from 22% in 2011/12.

## Rising violence in prisons prevents charities from reaching their service users...

*'If we're having trouble on a wing, the first, easiest step would be to shut education off for the day. But at the end of the day, that just leads to more fights.'*

Prison officer, Unlocked graduates

Violence against staff and prisoners has hit a record high.

'The combination of staff shortages with rising violence in prisons leaves prison staff on a wing with few options in responding to an unexpected incident--a lockdown may be the only safe response. This limits people's access to charity services.'



**20%**

increase in assaults in  
prison from 2017-18



**18%**

increase in prisoner  
on prisoner assaults  
from 2017-18



**29%**

increase in prisoner  
on staff assaults  
from 2017-18

## The power dynamic between staff and prisoners can be a barrier to accessing the prisoners who most need support...

*‘On occasions prison staff only let you have access to certain prisoners. We may want to move certain prisoners to a wing to take part in a drugs programme but the request is refused because they have previously been caught with drugs on them so they aren’t allowed access to some of our services. They don’t always see the irony.’*

**Jason Moore, Divisional Director of Substance Misuse Services, The Forward Trust**

Staff may be reluctant to allow access to the most difficult prisoners. These may be the people that charities most want or need to be working with, precisely because of their challenging behaviour.

*‘We need the violent young men, but they’re often on ‘seg’ [segregation] so we can’t work with them. The officers can be resentful, asking ‘why are you working with him when he’s making my life a nightmare?’ Or they move the young person to another prison and we didn’t know about it we can’t properly close the relationship.’*

**Charity leader**

In the current commissioning environment, charities often operate on a ‘breadth’ model across multiple prisons. But many want to create models of ‘depth’ within a prison rather than just working with the easy to reach. We would like to see an environment conducive to charities working more intensely within one place, rather than light touch support in multiple prisons.

## An influx of new statutory prison staff is also affecting charities access to people in prison

Due to deteriorating safety across the estate, 3,205 prison officers have been recruited into the service since March 2017. In June 2018 a third of prison officers had less than two years' experience.<sup>1</sup>

All of these new prison officers need vetting, so charity staff and volunteers are bumped down the list, leading to long waits.

This challenge is compounded when services are delivered by charity staff or volunteers who have criminal records, with waits of up to six months. The lived experience of charity staff and volunteers is an enormous asset, but it is getting harder and harder for charities to utilise these assets.

With each influx of new prison staff, charities need to build new relationships and re-establish their position in the prison environment. On page 34 we will discuss the opportunities charities have to influence prison staff culture.

*'Generally staff in prisons are very suspicious of people inside a prison, even us who have been working there for 25 years. Although we do have good relationships, we have to work at it.'*

**Charity leader**

<sup>1</sup> The influx of new staff has also affected prison safety. For instance, the inexperience of many staff was cited as a reason for the 'Urgent Notification' issued to HMP Nottingham upon inspection.

## **Case study:** how a festival at HMP Leicester challenged power dynamics

Over two weeks in 2017, HMP Leicester held a festival called Talent Unlocked which involved multiple charities and community groups including [The Irene Taylor Trust](#) and [Soft Music Arts](#).

*‘The driver for me was about doing something different—the fact we call it a regime is indicative. We were trying to do things differently to spark life into the prison to motivate people.’*

**Phil Novis, former governor of HMP Leicester, current governor of HMP Nottingham**

The festival included a voice over skills workshop, creative writing, poetry appreciation, screen printing, music-making and performance, and artists from the community and local charities came in to perform at various points around the prison in pop up events.

*‘During the festival, prisoners saw officers differently... such as someone who is good with a guitar, and suddenly they might be performing a duet. When you hear a prisoner say ‘I didn’t want to let him down’—that is just gold dust for a rehabilitative culture.’*

**Phil Novis, former governor of HMP Leicester, current governor of HMP Nottingham**

A study of the festival shows that the festival promoted cooperation, which paved the way for better relationships between prisoners and staff: one prisoner said the activities *‘break up the atmosphere, it breaks up the tension between staff and inmates.’*<sup>1</sup> The festival has led to long term partnerships with music charities frequently operating within HMP Leicester.

<sup>1</sup> Herry, K., Bland, S., Lubkowskim R., Novis, P. ‘Unlocking Talent at HMP Leicester,’ Prison Service Journal, September 2018 no. 239.

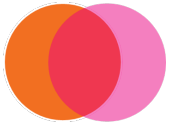


Return to navigation

# How are charities overcoming barriers to internal access?



Building strong relationship with staff



Recognising shared aims



Effective communication



Voluntary sector coordinators



Influencing prison staff to be enablers for change

## Investing in relationships with the prison governor is important



*'It is great if you can get a governor on board... If you don't have this support at the top it's hard to push forward your agenda.'*

**Charity leader**

The prison system does not incentivise prison governors to work with charities, or to be driven primarily by reducing reoffending. Charities' access depends on the motivation of the individual governor. Some prisons think of charity partnerships only in terms of bringing in additional staffing. But it is true that partnerships can help recruitment and raise morale:

*'Prisons are having difficulty recruiting. People want to work in prisons with this sort of culture.'*

**Prison staff**

### **Passion for charity partnerships—HMP Whatton**

Lynn Saunders is an advocate for charities in prison. She is the governor of HMP Whatton, and chair and co-founder of the prison's on-site charity, The Safer Living Foundation. Other charities are also active in the prison, including Age UK, Lincolnshire Action Trust, and the Samaritans. Saunders acknowledges that some governors see charities as a risk, her advice is:

***'Be more open—a lot of places are a bit risk averse. But if you put the right safeguards in place there isn't any reason why it shouldn't be extremely successful.'***

## Charities relationship with prison staff on the ground is crucial for access to prisoners



*‘Charities often get parachuted in to prison, and, like a virus rejected by the body, if officers and managers aren’t involved in what you’re trying to achieve, there is always a risk it will be rejected.’*

**Corin Morgan-Armstrong, Head of Family Interventions, HMP YOI Parc**

Prison officers are the gatekeeper to accessing people in prison. When relationships with prison staff are strong, it can lead directly to improved access to prisoners:

*‘There was a lock down for drug searches a few months ago on a day that we had family visits scheduled in the afternoon. Because we had a good relationship, the prison made sure they searched the vulnerable prisoners wing in the morning so those men could make their visits.’*

**Charity leader**

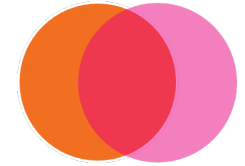
Involving staff in celebrating the successes of prisoners supports these strong relationships

*‘Holding graduations at the end of a course and inviting officers is really important. We can’t always come but it’s good to know it is going on. Other organisations are less welcoming to officers—sometimes you’re only there to say yes or no to a prisoner going to the loo.’*

**Prison officer on Unlocked Graduates Scheme**

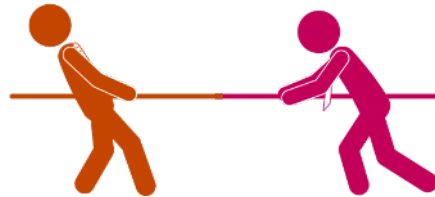


# Recognising shared aims between charities and prison staff can improve access to prisoners...



Charities and prisons can seem to be pulling in different directions:

**Prisons are 'firefighting' to keep the regime safe and stable, driven primarily to reduce violence, suicide and drug use...**



**...while charities try to support the individual positively *despite* the harm the prison can inflict**

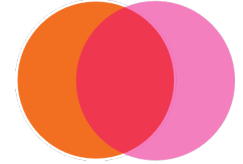
A charity's **mission** is usually about outcomes for individual prisoners. Though it benefits the prisoner, they are not usually motivated by making prisons more stable. But the prison staff who grant them access to prisoners are motivated by stability. So charities can be **strategic in their approach**, showing they directly and indirectly contribute to the prison's priorities, such as reducing violence, self harm, or drug use and supply.<sup>1</sup>

*'You hear prison governors talk about how they want to get the basics right and don't have the time to bring charities in. What they mean is reduce violence and self harm. For me, bringing charities in does this. Bringing the community in gives aspiration and progression for your prisoners. Then the bread and butter of safety will follow.'*

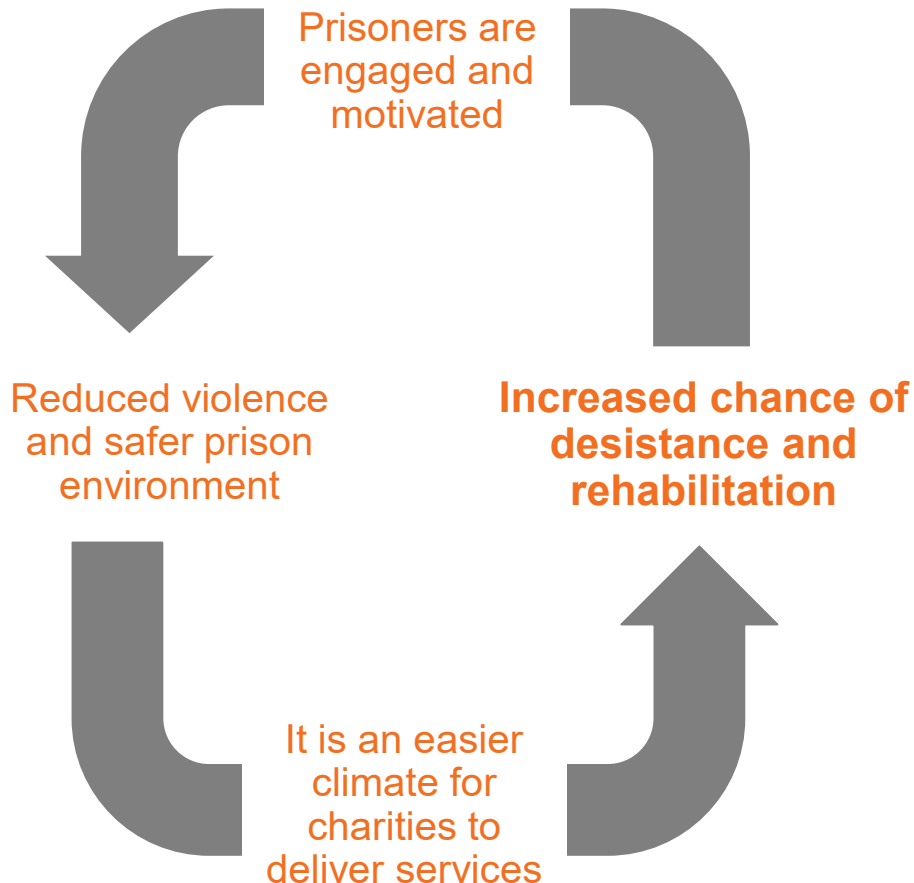
**Dionne Jones, Assistant Head of Offender Management, HMP Wandsworth**

<sup>1</sup>Prisons with high levels of engagement, rather than compliance, 'create a reciprocal feedback loop reproducing 'orderliness.' A positive prison social climate 'unequivocally' lowers rates of violence and disorder and creates a more positive therapeutic relationships with staff. See Liebling, A. (2018), Exploring the Relationship between Prison Social Climate and Reoffending Cambridge University, p16.

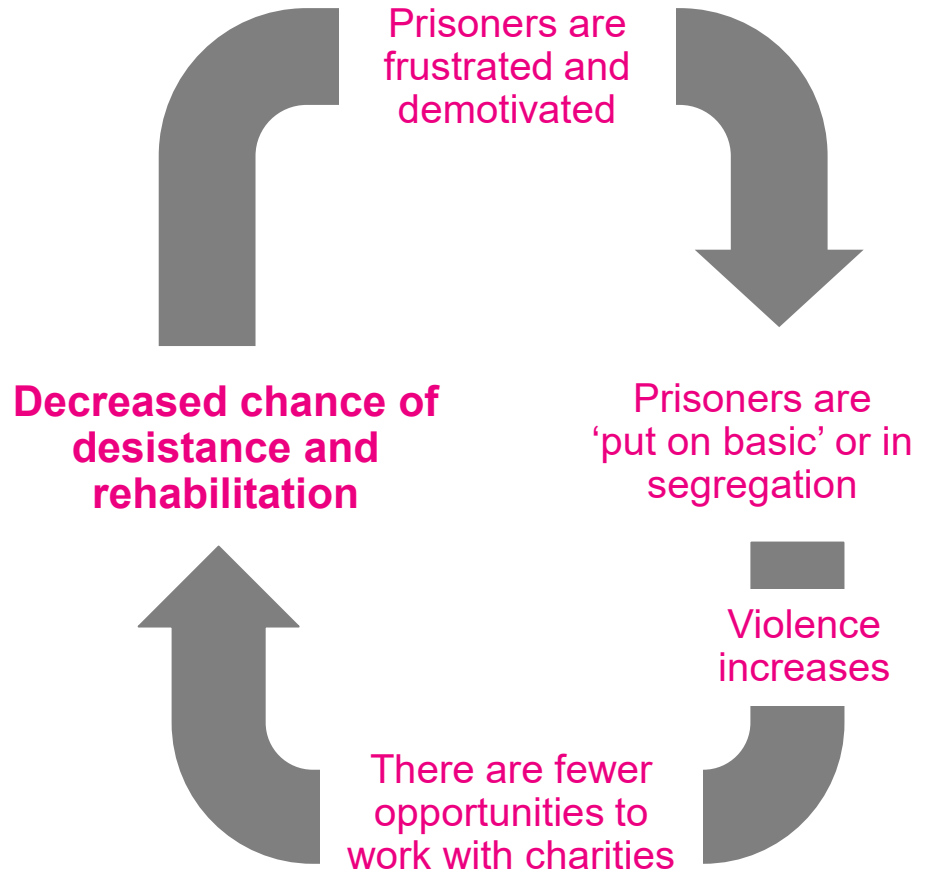
# A potential model of how charities contribute to outcomes for prison and prison staff outcomes



## When charities have access



## When charities don't have access



## Good relationships with prison staff involves communication of the benefits to the prison



When charities communicate effectively with prison staff on the wing they are more likely to access prisoners.

*‘When I first went in, I thought it was awful how little was going on—I now realise how stretched the staff are. You have to recognise what boxes they need ticking, it’s not just your boxes that need ticking.’*

**Charity leader**

*‘In any partnership, you have to appreciate the environment they are working in—if you add value to their mission they’re much more likely to work with you. I don’t like everything about [prisons] but you have to build relationships, build coalitions and find the joint points of understanding.’*

**Kieran Breen, CEO, Leicestershire Cares**

Some charities have frameworks with two sets of goals, one for themselves and one for the prison, which they try to fulfil concurrently. **Pact** collect feedback from governors and conduct independent evaluations to demonstrate the impact of their case-workers on reductions in self-harm. Others use the same metrics that the prisons are judged against to show how they contribute to their aims.

# Reducing reoffending is not the only way to talk about your impact...



The fundraising climate can push charities towards articulating long-term goals, such as reduced reoffending. The [Justice Data Lab](#) is a government service which provides the most robust way of assessing the impact of an intervention on reduced reoffending. But, as academics have recently shown, charities should be measured on more than reoffending:

*‘People do not stop reoffending as a singular act, instead it is a back and forth process and like life more generally, sometimes a person makes progress and sometimes they have setbacks.’*

**Kevin Wong, Associate Director, Criminal Justice, Policy Evaluation and Research Unit**

For instance, tracking a prisoners engagement with a service, such as how often they attend, can be seen as a proxy measure for their desistance away from crime. In other words, we can assume that if someone chooses to take part in an intervention that is voluntary, (unlike probation), they are moving along the ‘desistance pathway.’ Measuring this way would also help build up long term data on what specifically works in reducing reoffending.

Demonstrating this sort of intermediate impact—such as how improving wellbeing can reduce violence on the prison wing—can also help with prison staff buy in.

<sup>1</sup> [Measuring the impact of the voluntary sector’s work with offenders](#) by Kevin Wong on Russell Webster’s blog

## But overpromising on impact can be detrimental to relationships...



*'We deliver on what we say we're going to do. A lot of charities come in making all these big promises but not being able to deliver on them. This loses them a lot of goodwill from the staff.'*

**Charity leader**

Many officers will have seen charities come and go, making grand claims about how they think they can support the men or women on a wing who are causing officers the most trouble. Relationships between charities and officers suffer when expectations are raised left unmet.

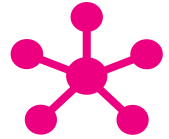
Charities should communicate and collaborate with other charities in the prison too. Prison staff told us that it can be frustrating to see multiple charities hand out the same feedback form, causing disillusionment amongst prisoners being asked the same questions. Whilst we strongly advise charities to collect feedback and measure their impact, organisations could be more collaborative about measurement when working with the same people.

Healthy and strong relationships with officers also rely on high quality, rule abiding and consistent staff and volunteers provided by charities.

*'[Charities] need to provide staff consistently—some rely on volunteers which isn't always easy.'*

**Nasrine Matin, Head of Reducing Reoffending, HMP Downview**

## Voluntary sector coordinators ensure smooth relationships between charities and prisons



*‘Where we used to have one conversation, we now have 15. Half of the people we rely on then move on.’*

**Kieran Breen, CEO, Leicestershire Cares**

### **A single point of contact helps navigate the unpredictable environment of a prison.**

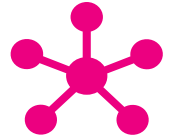
But staff cuts have made this harder to achieve. The role of a Voluntary Sector Coordinator is to liaise between charities and the needs of the prison and prisoners to make sure the right charities are accessing the right people.

They are usually employed by a local voluntary sector provider, but the role is usually paid for by the prison. We have found that these positions have been gradually cut or absorbed into another person’s job description and deprioritised.

*‘It really helped having a voluntary sector coordinator—there was a quality of commitment to collaborative work. Once she left it wasn’t as good.’*

**Joy Doal, CEO, Anawim**

## **Case study:** Clinks and ‘The Good Prison’



Between September 2016 and October 2017, Clinks sought to implement better models of liaison by supporting voluntary sector coordinators in three prisons: HMP Dartmoor, HMP Exeter and HMP Guys Marsh. The project was a partnership with [EDP Drug and Alcohol Services](#), and [Volunteer Centre Dorset](#).<sup>1</sup>

Because of the better coordination of charities, the three prisons reported improved safety and more effective rehabilitation and resettlement services, that prisoners had better knowledge and access to charities support, and a more strategic role for the voluntary organisations in the prisons.

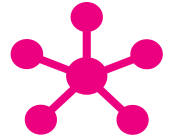
As a result, there are sustainable models of coordination in each of the three prisons, which have been co-designed with key stakeholders, including prisoners. The prisons have continued to fund the posts directly.

Clinks is keen to continue to support this model in individual prisons and in partnership with prison governors, and have developed a stepped approach to help prisons adopt and deliver good practice, with three levels of activity to fit each prison’s capacity.

For more information, see their [final output here](#).

<sup>1</sup> This was part of a wider programme of work called The Good Prison funded by The Monument Trust.

## Case study: Independent voluntary sector coordinators at HMP Guys Marsh<sup>1</sup>



At HMP Guys Marsh, the voluntary sector coordinator, Marie Waterman, is independent from the prison, employed by local VSO, [Volunteering Dorset](#).

Marie finds that her independence from the prison is a strong asset, preventing her from getting 'bogged down' in the bureaucracy of the prison. But she feels that she needs a level of embeddedness—such as having access to IT systems, invitations to regular staff meetings and a strong relationship with staff.

Despite a bad inspection report in December 2018—which deemed the prison unsafe, with serious violence directly related to prisoner debt and availability of drugs—the prison feel that they have a responsibility to support the voluntary sector coordinator and provide prisoners with opportunities from charities.

*'The guys see that she is independent. They approach her more—she is another outlet for expression. When you ask men to do something prison based, they feel they are doing something for the prison, and many of them distrust the system.'*

**Tracy Harrison, Head of Reducing Reoffending, HMP Guys Marsh**

<sup>1</sup> Part of the Clinks Good Prison project. Guys Marsh is an adult Male category C (training and resettlement) in rural Dorset.



# Charities are working with prison staff to support them to be enablers for change



In the prison system, staff are a key change maker. We often think about changing the way systems work through altering underlying structures to a system. But all system change is personal—people make the system and they also make changes to it.

Whilst cuts to staff, followed by an influx of new prison staff has been disruptive, some charities find that they have an opportunity to influence the culture of prisons through new staff.

*‘Some staff [officers] see Chrysalis as a threat. I always train some of the staff first... I do a mini programme for them. They are then able to better support the men attending.’*

**David Appiricio, Founder, The Chrysalis Programme<sup>1</sup>**

The Prison Reform Trust’s Prisoner Policy Network have recently found that, for incentives and rewards schemes to work in prison:

*‘Mutual respect [between staff and prisoners], positive encouragement and collaboration... and a willingness to place trust in a prisoner, characterises the most meaningful incentives.’<sup>2</sup>*

The new staff can be allies if charities see them as a key stakeholder and ensure they see the value of the work. And if prison staff are seen by prisoners as valuing the work they do with charities, this can support that sense of respect and collaboration which is so important to the prison's own objectives.

<sup>1</sup> Chrysalis is a personal leadership programme which operates in prison <sup>2</sup> Qainright, L., Harriot, P., Soruche, S., [What incentives work in prison? A prisoner Policy Network Consultation](#), 2019, p.27

# What are charities doing to work with and influence staff?



## 1. Trauma informed training

**One Small Thing** have trained 3787 prison staff to be trauma informed in 16 prisons. They aim to personalise the process for the individuals caught up in a cycle of crime by training front line staff and those who are in the Criminal Justice System to understand trauma and its impact on both a systemic and an individual level.

## 2. Prison leadership training

**Unlocked Graduates**, currently incubated by the social business Catch 22, is a training and leadership programme for prison officers. Their aim is attracting talent to work in the UK prison service, bringing new ideas, insights and energy into the rehabilitation of prisoners.

## 3. Therapeutic practice

**Safe Ground's** programme, **Officers Mess**, works with staff to interrogate and understand the role of the Prison Officer, its impact on people and the ways in which authority and power are understood and enacted in prisons. It is a therapeutic space for prison staff of all grades. The workshop is led by the ideas and needs brought by each group, providing officers with a rare opportunity for reflection.



## 4. Recognising achievement

The **Prisoners Learning Alliance** annual awards recognise excellent educators in prison, whether they are officers, teachers, librarians, governors or peer mentors, and all nominations come from serving prisoners. An officer's job is often thankless, and the awards can positively change the power dynamic between staff and prisoner.

## 5. Conflict management

**Leap Confronting Conflict** deliver conflict management programmes for prisoners, but they also work with staff to increase their understanding of their own conflict triggers and how they can better manage these on the job. Their goal is a shared culture and language around managing conflict, creating safer environments for staff and prisoners.

## 6. POELT training

Some charities, such as **Sussex Pathways**, talk to officers during their **Prison Officer Entry Level Training (POELT)**. This means that they are able to create awareness of other services on offer in the prison and from the start of their careers in the prison service, these officers see charities an essential part of rehabilitation and creates good partnership working.

## How can prisons empower prison officers to work with and make referrals to charities?



In many prisons, governors try to make sure charity staff are invited to key staff meetings. Others work to ensure prisoners know what is available, such as through [Wayout TV](#)—an in cell TV learning channel, to provide educational content and to advertise charitable programmes available.

Directories are not an uncommon way of providing this mechanism for referrals.

### **Directory of services at HMP Downview**

Prison staff are often unaware of which charities are operating alongside them at any time, or what each of them does. To solve this issue, staff at HMP Downview pulled together a physical directory which contained every charity which operated in the prison. Alongside the charity, it lists a brief description of their services, and who the key staff involved are. With this, it can go some way to showing all wing and residential staff—including officers—what value the charity could add, and how their work aligns. The directory is available for all staff to have a look at what serviced might benefit the women on their wing.

## Prisons and charities can do more to ensure that people access services at the most appropriate time



In our focus group with people with lived experience of prison, some of their greatest criticisms were about the timing of charities services. Many felt that charities were not aligned with their personal journey through the prison system or in tune with the length of their sentence.

HMP Send, a closed training prison for women in Surrey, have developed a sequencing tool to improve the timing of interventions:

### **Sequencing tool—HMP Send**

Many prisons struggle to match up services and opportunities to the people who need them most. At HMP Send, staff built a sequencing tool, based on the sentence length, needs and desires of prisoners, to match them to a service at the right time. For example, prisoners on a long sentence are initially matched with education classes, before moving onto employment skills, whilst those on a short sentence work on their practical and employment skills.

The system is not perfect, and requires intensive needs analysis to keep it updated, which takes up a lot of staff time. But it goes a long way to making sure that the people who are in the most need get the right help. Staff at Send reflected that it would be harder to achieve an effective sequencing tool in a large prison with a less stable population.



Return to navigation

# Navigating the tensions of working in prison



How embedded in the prison should charities be?



Should charities be going into unstable prisons?

# How embedded in the prison should charities be?



On the one hand, charities need to build strong relationships with prison staff to gain access, creating the groundwork for their interventions to be successful and influence the culture of prison staff.

On the other hand, people in prison value the independence of charities, and so to protect that trusting relationships with prisoners, charities also have to maintain independence.

We have talked a lot about the importance of showing how charities address the priorities of the prison. But if they are too embedded in the prisons priorities, they risk drifting from their mission, becoming part of and normalising a system of control and security *'away from a focus on the welfare or well-being of service users towards the priorities and goals of the criminal justice system.'*<sup>1</sup>

Peer led services, such as the Samaritans Listeners' scheme (which is in every prison in the UK) are truly embedded in the prison because the frontline services are delivered by prisoners themselves who are trained up to be listeners for their peers. People in prison have access to support from their peers without relying on charity staff and volunteers being granted access. Embeddedness in a prison sometimes means handing over some control to prisoners and staff.

<sup>1</sup> For more on mission drift, or 'penal drift,' see [The Resilience Project, The voluntary sector in criminal justice: A Study of Adaptation and Resilience. Summary of early findings](#), p.16

# Having it both ways: Is it possible to work in prison and protect your independence?



Acknowledging the tension between embeddedness and independence is the first step to striking the right balance:

*‘The way I picture it is that a charity greases themselves up, like they are about to swim across the English channel, so they are part of that environment but not changed by it. That is the goal.’*

**Ian Bickers, Deputy Director, Head of Education, Employment & Accommodation, HMPPS**

## **Embracing Embeddedness—Friends of Feltham**

Friends of Feltham is a small charity work on the prison site and with prison keys. They provide seed funding to catalyse innovative programmes and supporting young people with travel fares whilst working on ROTL (release on temporary license). They embrace being embedded in the prison staff community, as Mike Hobbs of Friends of Feltham notes:

***‘I see it as having tentacles connected into the prison, and we’ve made a very deliberate effort to make that happen.’***

The prison find that they support the most vulnerable or isolated young people, which in turn helps provide a level of stability in the wider prison environment.



# Should charities be going into unstable prisons?



Some charities feel they cannot achieve impact if the basics are not in place in a prison<sup>1</sup>. When people are sharing cells with rats and lacking basics like toilet roll, many charities feel they have a duty to **speak up to influence change** rather than ‘sleepwalk’ into patching up a broken system.

*‘We do not shy away from raising concerns or issues with the prison regarding the men we work with—one member of staff took criticisms of the structure of the prison very personally. These challenges may result in some tensions with staff and prisoners we engage but we strongly believe there is a need to pipe up when things are deficient.’*

**Dr Carver Anderson, Executive Director and Co-Founder, Bringing Hope**

They are also concerned about wasted resources, making false promises to prisoners, and the safety of their staff and volunteers – particularly those who are black or minority ethnic (BAME):

*‘Officers in the prison often joke that members of our team are prisoners.... Many of our black and mixed-heritage staff have been ID’d when walking around or leaving the prison—this creates anxiety for our team.’*

**Charity leader**

<sup>1</sup> The Prison Reform Trust’s Prisoner Policy Network have found that incentives in prison will not work unless ‘*basic expectations of decent, respectful treatment*’ are met. See: Qainright, L., Harriot, P., Soruche, S., What incentives work in prison? A prisoner Policy Network Consultation, 2019, p.iii

## Do prisons have to ‘get the basics right’ before bringing charities in?



*‘If you can’t get the basics right... then there’s no point in talking in very grand ways about beautiful things which appeal to the think-tank community.’*

**Rory Stewart, Prisons Minister<sup>1</sup>**

*‘But in the time it takes to fix the windows in his cell, he [the prisoner] might have killed himself’*

**Charity leader**

We have found that regime and rehabilitation go hand in hand—you can’t reduce violence without providing aspiration and a sense of purpose:

*‘Some of the charities that come in have also been fundamental to creating a regime that works... You can’t stop drugs coming into the prison without also running drugs workshops.’*

**Prison Officer on Unlocked graduates scheme**

*‘If you’re doing a brilliant course in prison, but there is lots of violence and drugs in the prison, then this can significantly negate the effects of the course... you can’t separate the two. Charities are trying to reduce reoffending, but they can’t do this without prisons reinforcing safety as well.’*

**Emily Giles, former vol sec coordinator, HMP Wandsworth**

<sup>1</sup>The Telegraph, Jan 12th 2019.

## **Case study:** HMP Leeds faces severe challenges, but sees charities as part of the solution



*'I don't want to see the baby thrown out with the bathwater whilst the emphasis is on safety.'*

**Charity leader**

We spoke charities accessing men at HMP Leeds, despite its recently damning inspection report,<sup>1</sup> including Tempus Novo, PACT, Catch 22 and West Yorkshire Community Chaplaincy.

In 2014, two serving Senior Prison Officers at HMP Leeds—Steve Freer and Val Wawrosz took their experience from the frontline as officers and founded the charity Tempus Novo to support motivated prisoners into work with hands on mentoring, despite the chaotic nature of the prison:

*'There has been a lot of effort in trying to strike the balance between being independent enough to gain the prisoners trust whilst also being close enough to the staff to be allowed in.'*

**Steve Freer, CEO and co-founder, Tempus Novo**

Governor Steve Robson sees the impact of charities coming in. New staff (50% of officers are less than 2 years into the job) have come to expect charities as part of their job:

*'Prison officers see that prisoners are less frustrated, less likely to protest, less likely to self-harm and be violent, because they are receiving support from a charity.'*

**Steve Robson, Governor, HMP Leeds**

<sup>1</sup> HMIP report on rising violence and drug use, low levels of respect between staff and prisoners and declining levels of purposeful activity. HMP Leeds is part of the governments Ten Prisons Project to make basic improvement to the most challenging prisons in the UK.



Return to navigation

# Recommendations



For prison governors



For charities



For policy makers



For funders

# Why should you, as a prison governor or group director, do more to bring charities into your prison?

*'Recognise that we can't do all of this ourselves—we simply need charities.'*

Nasrine Matin, Head of Reducing Reoffending, HMP Downview

- 1. Recognise the importance of having charities in the prison.**

If you need to communicate this to others within your prison, it can help to talk in terms of charities impact on **reducing violence, self harm and drug use**, and how they can **alleviate pressure on prison officers**. Partnerships with charities are also **good for recruitment**. Some of the best prison officers want to work in prisons with a rehabilitative and collaborative culture.

- 2. When you do have charities coming into the prison, lead from the top.**

Give charities personal reassurance of their importance, and demonstrate the importance of collaboration to officers.

- 3. Hire a voluntary sector coordinator.**

They may well bring in more resources than they cost. Clinks' 'Good Prison Project' can help you to achieve this.



# Why should you, as a prison governor or group director, do more to bring charities into your prison?

4. **Under the new Education commissioning model of the Dynamic Purchasing System ([Appendix 4](#)), think about providing funding to charities for a minimum of three years.**

One year contracts leave charities vulnerable and can undermine the quality of service. Consider greater use of grant funding.

5. **Conduct due diligence on charities, asking for proportionate evidence of their impact.**

It was concerning to hear prison staff say: *'We are wheeler dealers here. If anyone offers us something for free we'll take it,'* regardless of whether it causes benefit or indeed harm to people in prison.

6. **Think about the systems you need to maximise charities access to prisoners.**

We suggest sequencing tools, a directory of services for prison officers, and involve charities in prison officer training.



# What can charities do to improve their access to people in prison?

## 1. **Prison staff can be an ally to grant access to prisoners.**

So recognise what they are primarily motivated by, and communicate your impact on stability and safety.

## 2. **Prison staff can be agents for change.**

Think about how you can influence staff culture, such as offering to be involved in POELTS training for new officers and to present what you do at staff meetings.

## 3. **Do what you say you'll do.**

Don't over promise to prisoners or to staff or try to bend the rules.

## 4. **Once you have gained access to a prison, consider 'depth' of access to a greater cohort of prisoners, rather than 'breadth' across multiple prisons.**

This is not easy in the current commissioning environment, but think about the other, harder to access prisoners who could benefit from your services.



# What can charities do to improve their access to people in prison?

## 5. Consider your timing and sequencing.

People are often most in need of support when they arrive at prison, but many aren't in a fit state to engage in complex interventions.

## 6. Provide consistent staff and volunteers to a prison and invest in consistency of quality.

Try to coordinate better with other charities operating in the same prison.

## 7. This is a difficult environment to be working in, beware of emotional burnout and inequalities within prison.

Support your staff who might face particular challenges in the prison environment.

## 8. Think about sharing your feedback data with other charities in the prison.

We know that competitive commissioning can mean a reluctance to share, but prisoners will become disillusioned by five feedback forms with the same questions.





# What can policy makers do to improve prisoners access to services provided by social sector organisations?

- 1. Reconsider the 12 month contracts provided under the Dynamic Purchasing System (DPS), instead consider funding charities for a minimum of three years.**  
12 month contracts understandably give governors flexibility to respond to changing needs in their population, but many charities are expert at responding to changing needs. One year contracts and grants leave charities vulnerable and will undermine the quality of service.
- 2. Make it easier for charities to employ people with lived experience to work in prison.** We know that prisoners and prison officers both value the work that people with lived experience bring into prison.
- 3. Recognise that prison governors respond to the incentives and metrics by which they are judged.**  
For instance, perverse incentives mean that people in prison might take the same level 1 qualification multiple times. Prison governors should be incentivised to reduce reoffending with greater weighting than they currently are to improve partnership working with the voluntary sector.
- 4. Ensure charities are part of the mixed market of probation services, as well as education, family and health services.**



# What role can and should funders play to ensure people in prison have access to services?

- 1. Remain committed to charities who go into prison, despite the difficulties.**

Funders are quite rightly frustrated with the government and prison service for the access issues explored in this paper. But when funders drift away for this reason, it is charities and their service users who ultimately suffer.

- 2. Provide core funding.**

Core funding allows charities to build relationships in the prison, be flexible to changing access issues, and to speak up when they feel a duty to do so.

- 3. Think about supporting charities who support and influence prison staff.**

For some funders, supporting staff might feel like it crosses the boundary of statutory duty, but prison officers are instrumental to prisoners progression.

- 4. Be driven by the views and experiences of people with lived experience of prison.**



**Funders**

# What role can and should funders play to ensure people in prison have access to services? Cont.

## 5. **Ask for reasonable measurement.**

Measurement should be proportionate to their size as an organisation and the nature of the prison they are going into. Consider how feedback and engagement data might also be a robust proxy for reduced reoffending. Where appropriate, encourage grantees use of the Justice Data Lab, a free service.

## 6. **Think about how you might take a place based approach to joining up criminal justice services with the other services you support in the local area.**

Organisations could consider reaching out to include women's charities, anti-poverty charities, health services and community centres.

## 7. **Continue to collaborate.**

Groups like the ACF criminal justice network have been effective at providing leadership, but funders can do more to speak up about the trends they see emerging from their various grantees



**Funders**



Return to navigation

# Taking this work forwards...

# There is potential for greater partnership working between charities and prisons

We have found that despite the barriers, charities continue to access people in prison who need their support and services. The strength of their relationships with the prison are often what carries them through.

We believe there is more scope for charities to work collaboratively with prison staff. Prison officers are not just the gatekeeper to accessing prisoners, they can also be enablers for change through their interaction with staff.

Charities depend almost entirely on the strength of their relationships, and this makes them and their position in the prison estate vulnerable. At NPC we believe that there is potential for a more systematic way of ensuring charities access to people in prison, building on some of the examples of good practice we have featured in this report such as sequencing and coordination.

In the current prison climate there is an emphasis on 'getting the basics right.' But we know that without providing hope, purpose and aspiration, prisons will struggle to maintain a stable regime. We think that there is more that the government can do to incentivise prisons to look outwards to the community and work in partnership, for the benefit of prisoners, prison staff, and the system as a whole.

**This research has thrown up as many questions as it has answered, which we will take forward into the next stages of our criminal justice programme. Please get in touch at [info@thinkNPC.org](mailto:info@thinkNPC.org) or [@NPCthinks](https://www.thinknpc.org) if you would like to discuss these issues further.**

With many thanks to the **charities** who offered time and expertise to our research...

**Charity staff interviewed:**

- Adele Canterbury, Kairos Women Working Together
- Alice Dawnay, Switchback
- Ally Steel, Unlocked Graduates
- Amanda Brown, The Reader
- Angela Cairns, Shannon Trust
- Bodil Isaksen, Unlocked Graduates
- Breege McDaid, Irish Community Care in the North West
- Britte Van Tiem, Samaritans
- Caroline Voaden, LandWorks
- Carver Anderson, Bringing Hope
- Charlotte Weinberg, Safe Ground
- Charlotte Slinger, Hampshire Cultural Trust
- David Apparicio, Chrysalis Group plc
- Ellen Green, Prison Advice and Care Trust
- Jane Daguerre, West Yorkshire Community Chaplaincy Project
- Jason Moore, The Forward Trust
- Joy Doal, Anawim
- Kieran Breen, Leicestershire Cares
- Kushal Sood, Trent Centre for Human Rights
- Lee Stephenson, Jigsaw Visitors Centre
- Lindsey Murphy, Safe Ground
- Lizzie Bond, Changing Tunes
- Lynn Saunders, HM Prison Service
- Martine Lignon, Chair, Prisoners Advice Service and trustee, Women in Prison
- Matt Randle, Catch 22
- Natasha Porter, Unlocked Graduates
- Nicky Park, St Giles Trust
- Riana Taylor, Circles UK
- Rod Clark, Prisoners' Education Trust
- Rosie Mahon, The Nelson Trust
- Rosie Hart, Kairos WWT
- Sally Murphy, Irish Community Care in the North West
- Shirl Tanner, Sussex Pathways
- Steve Freer, Tempus Novo
- Ted Rosner, Redemption Roasters
- Tope Hunter, Leap Confronting Conflict
- Val Wawrosz, Tempus Novo
- Whitney Isles, Project 507

# And with many thanks to the **prison staff and advisors** who offered time and expertise to our research...

## **Prison staff interviewed**

- Amanda Sherriff, Good Prison Project Lead, HMP Exeter and HMP Dartmoor
- Carlene Dixon, Governor, HMP Send
- Corin Morgan-Armstrong, Head of Family Interventions – Custody & Community, HMP YOI Parc
- Dionne Jones, Head of Reducing Reoffending, HMP Send
- Emily Giles, Former Voluntary Sector Coordinator, HMP Wandsworth
- Gary Monaghan, Prison Group Director, Bedfordshire, Cambridgeshire and Norfolk
- Janet Wallsgrove, Director, HMP Parc
- John Fraser, Business and Community Engagement Manager, HMP Downview
- Karine Jasper, Group Learning Development Manager, North Midlands Prison Group
- Kirk Nodding, Custodial Manager, HMP and YOI Feltham
- Louise Myatt, Head of Reducing Reoffending, HMP Leeds
- Marie Waterman, Manager of VCD and Voluntary Sector Coordinator for HMP Guys Marsh
- Matt Every, Custodial Manager, HMP Guys Marsh
- Michelle Glassup, Resettlement Support, HMP and YOI Feltham
- Nasrine Matin, Head of Reducing Reoffending, HMP Downview
- Phil Novis, Governor, HMP Nottingham. Former Governor, HMP Leicester
- Robin Eldridge Governor, HMP Downview and HMP East Sutton Park
- Steve Robson, Governor HMP Leeds
- Tracy Harrison, Head of Reducing Reoffending, HMP Guys Marsh

## **And those who have advised us throughout the project**

- Anne Fox, Chief Executive, Clinks
- Ian Bickers, Deputy Director, Head of Education, Employment & Accommodation, HMPPS
- Kate Aldous, Head of Strategic Development, Clinks
- Marc Conway, Advice and Information Trainee, Prison Reform Trust
- Andrew Neilson, Director of Campaigns, Howard League
- Max Rutherford, Head of Policy, ACF
- Paula Harriott, Head of Prisoner Engagement, Prison Reform Trust
- Philippa Tomczak, Senior Research Fellow, Nottingham university

**With special thanks to Clinks and HMPPS for their time as partners and advisors.**

# APPENDIX 1: METHODOLOGY

## For this paper, we:

- Heard from seven people with lived experience of the criminal justice system and specifically of prisons in a Revolving Doors focus group. They had experience of 30 prisons, three youth offender institutions and 1 secure hospital between them. See appendix two for more detail.
- Interviewed 35 members of staff from 29 charitable organisations working inside prisons. These charities range in size, reach, specialism and approach. (See page 52 for list)
- Interviewed 21 members of staff from HM Prison Service across 12 prisons (see page 53 for list), including governors, heads of reducing reoffending, voluntary sector coordinators and prison custodial managers and prison officers
- Visited four of the above prisons.
- All interviewees and prisons engaged in the research are listed on page 53. Three people interviewed or consulted as part of the project disclosed lived experience of prisons.



## APPENDIX 2: SAMPLE DATA FOR REVOLVING DOORS AGENCY LIVED EXPERIENCE FOCUS GROUP

7 participants had experience of 30 prisons, 3 youth offender institutions and 1 secure hospital between them, and all had experience of prison in the last 3 years.

No.	Residence	How long ago were they last in prison?	Prisons experienced	Gender
1	London	3 years	As an adult: Thameside, Pentonville, Winchester and Bristol. As a child: Rochester, Finnamore Wood and Latchmere House	Male
2	Manchester	1 year	Strangeways, Lancaster Farms, Thorn Cross	Male
3	Birmingham	2 years	Birmingham, Stocken, Reaside hospital, Featherstone, S waleside, Ford, Lewes, Oakwood	Male
4	London	1 year	Bronzefield and Holloway	Female
5	Birmingham	2 years	Foston Hall, New Hall, Peterborough, Brockhill, Eastwood park, Low Newton, Styal, Drake Hall	Female
6	Norwich	1.5 years	Peterborough	Female
7	Surrey	7 months	Norwich, Wayland, Peterborough, Thameside, Chelmsford, Belmarsh, Lewes, High Point, Warren Hill	Male

## APPENDIX 3: PRISON CATEGORIES

There are various prison categories. In this report we focused mainly on category B, C and D prisons, and prisons for women and young adults, which are not categorized in the same way. The prison categories are:

**Category A** are high security prisons.

**Category B** are local or training prisons. **Local prisons** take people directly from the courts in the local area. **Training prisons** hold long-term and high-security prisoners.

**Category C** are training and resettlement prisons. Most prisoners are located in a category C.

**Category D** are otherwise known as **open prisons**, which allow eligible prisoners to spend most of their day away from the prison on license to carry out work, education or for other resettlement purposes.

**Women and young adults** are categorised and held in either closed conditions or open conditions, according to their risks and needs.

**Young Offender Institution (YOI)** house prisoners aged between 18 to 21.

# APPENDIX 4: COULD THE NEW PRISON EDUCATION COMMISSIONING SYSTEM IMPROVE CHARITIES 'EXTERNAL' ACCESS TO PRISON?

In April 2019, [a new prison education commissioning](#) model will be rolled out. Core education services will be provided through the Prison Education Framework (PEF), whilst the Dynamic Purchasing System (DPS) gives governors flexibility to commission additional services from local and national charities, such sports, wellbeing and arts. Governors will have some say on how their budgets are split between the PEF and DPS. But when many are currently saying they can't afford core provision, how much can they really be expected to put towards the DPS?

The process of registering to be a supplier has been challenging, time consuming and expensive for charities. Where they used to apply centrally to the MOJ, they will now be writing applications bespoke to each prison, putting even more pressure on individual relationships with each prison.

*'There has been a blind assumption that the DPS is going to be good for charities. But the application system has been difficult, and we are a large charity with 3 members of staff working on it. We could be looking at up to 180 mini bids per year.'*

The DPS only provides 12 month contracts to providers, in order to give governors flexibility to respond to changing needs in their population. At NPC we encourage HMPPS, Prison Group Director and Governors to think about providing funding to charities for a **minimum of 3 years**. One year contracts leave charities vulnerable and may undermine the quality of service.

# APPENDIX 5: NPC'S WORK ON CRIMINAL JUSTICE

Over the past few years at NPC, we have worked with clients across the sector in criminal justice, and with Clinks—the infrastructure organisation for the voluntary sector in criminal justice—to help improve the voluntary sector's impact in this space. We supported the Ministry of Justice in setting up the Justice Data Lab in 2013, continue to support the Justice Data Lab team. In the criminal justice sector we have produced the following public reports to date. Keep up with the latest at [www.thinkNPC.org/CriminalJustice](http://www.thinkNPC.org/CriminalJustice)

*Strengthening Probation, Building Confidence: Consultation Response from New Philanthropy Capital* (2018)

*Understanding women's pathways through the criminal justice system* (2018)

*Beyond Bars: maximising the voluntary sector's contribution in criminal justice* (2017)

*How can charities maximise their impact by working with PCCs?* (2016)

*Justice Data Lab development and support* (2013–present)

*Under the microscope: Data, charities and working with offenders* (2015)

*Transforming Rehabilitation: The voluntary sector response* (2015)

*Transforming Rehabilitation consultation response* (2013)

*Through the gate* (2013)

Letter to Chris Grayling on Transforming Rehabilitation (2013)

*Improving your evidence with Clinks* (2013)

*Unlocking offender data* (2012)

*NOMS commission on shared measurement* (2012)

*When the going gets tough: Charities' experience of public service commissioning* (2012)

*Trial and error* (2012)

*Teenage kicks: The value of sport in tackling youth crime* (2011)

*Improving prisoners' family ties* (2011)

*Measuring together: Impact measurement in the youth justice sector* (2011)

*Unlocking value: The economic benefit of the arts in criminal justice* (2011)

*Trial and error: Children and young people in trouble with the law* (2010)

*Breaking the cycle: Charities working with people in prison and on release* (2009)



NPC'S CRIMINAL  
JUSTICE PROGRAMME

Beyond  
Bars

**New Philanthropy Capital**

Harling House, 47-51 Great Suffolk St, London SE1 9BL

020 7620 4850

[info@thinkNPC.org](mailto:info@thinkNPC.org)

Registered charity No 1091450

A company limited by guarantee

Registered in England and Wales No 4244715

[www.thinkNPC.org](http://www.thinkNPC.org)

---

**TRANSFORMING THE CHARITY SECTOR**