

Ideas project evaluation, formerly known as Inside Innovation, year three

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Ideas Project
January 2008- December 2009
Final Evaluation Report

December 2009

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Executive Summary

The Ideas Project is the result of a partnership between Media For Development (MFD) and UnLtd. The Ideas Program forms part of MFD's multi-award winning Inside Job initiative that operates within the criminal justice system in the United Kingdom. The Ideas Development Manager, a post reporting to the MFD Chief Executive 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.

The team from the Hallam Centre for Community Justice (HCCJ) have evaluated the Ideas project (formerly known as Inside innovation) in:

- Year 1 of service delivery (January- December 2006)
- Year 2 of service delivery (January- December 2007)

This evaluation report is the final evaluation of the Ideas Project delivery in year 3 (January-December 2008) and year 4 (January-December 2009).

Transition of the Ideas Program

- The funding for the prison-dedicated Ideas project staff has been provided in the first year by the Indigo Trust, the Charles Dunstone Trust funded this project from 2007- 2009. This funding was always intended as short term funding for this pilot project.
- In January 2010 any further prison-sourced projects are to be integrated into UnLtd mainstream support operation
- Ideas project staff and UnLtd have been working to ensure this transition occurs as smoothly as possible, providing a PowerPoint presentation regarding working in the prison service and are currently arranging a prison visit for UnLtd Development Managers

Key Evaluation Findings Years 3 and 4:

- The programme responded enthusiastically to the recommendations from the year 2 evaluation report
- The Ideas Project has successfully rolled out to six further prisons
- 41¹ successful applications have submitted into the UnLtd award scheme over this time period
- The project received 121 enquiries concerning their programme from prison staff

¹ Of these, 6 successfully awarded projects were withdrawn post award due to prison staff changing roles. Appendix 1 contains the details of 35 success award winning projects that were not withdrawn.

- The Ideas project has received publicity in the Prison Service News (PSN)² and in the Royal Society of Arts' Prison Learning Network³ which has resulted in interest and enquiries beyond the prisons in which they work
- The Ideas Programme also received a positive mention in the Independent Monitoring Board's review of HMP Downview for 2008-2009
- Individual award winners have been successfully exposed to different ways of working in their workplace and have seen benefits in their personal development

Case study data from uniformed prison officers illustrates the positive impacts of engaging with the programme, as follows:

- increased their awareness of and engagement with their work place
- become more familiar with their work environment as their project often took them to areas in the prison they did not normally access
- enhanced their everyday experience of work
- supported them in the desire to help and support others, both prisoners and fellow staff
- improved their time management skills
- provided them with their first experience of managing a budget
- resulted in increasing their confidence in their work-based skills and capacities
- opened up the potential of new career opportunities, both inside and outside of the prisons service

Key Overall Ideas Project Achievements (2006-2009):

- Enquiries to the Ideas programme from prison staff rose from 45 in year one to 61 in year two and during years 3 and 4, these enquires rose to 121
- During year one, 9 projects received funding~~7 award winning projects reached fruition~~. In year two, 11 more project ideas received UnLtd funding. In years 3 and 4, 41 projects have been successfully funded
- During the first year of service delivery, the Ideas Project operated in two prisons, in year two this rose to 4 prisons and in years three and four, 10
- The presence of the scheme has grown from prison specific to London wide

Partnership Working

- As highlighted in evaluation reports for years 1 and year 2, the partnership between MFD and UnLtd has continued to be a successful one
- UnLtd are very keen to continue to support prison-based projects and were pleased with the inventive projects that had been generated through the Ideas Project

Broader Organisational Impact

² PSN February/March 2009, pages 34-35;

www.hmprisonservice.gov.uk/prisoninformation/prisonservicemagazine/index.asp?id=9608,18,3,18,0,000

³ <http://prisonlearningnetwork.rsablogs.org.uk/tag/ideas-project/> <http://prisonlearningnetwork.rsablogs.org.uk/index.php?s=mentoring>

- The Ideas Project exposed MFD as an organisation to a different focus than their usual areas of work which is normally prisoner and media project focussed. It was reflected that this experience had had a positive impact on the organisation as a whole, not least because the organisation had also had the opportunity to work in a wide variety of different establishments.
- It was felt that the Ideas Project had the broader effect of exposing the prison service to this way of working. Conversely, it was felt that UnLtd and it's trustees had been sensitised to the criminal justice system as a whole with the result that prison felt less 'other' to them.

Key Learning Points:

UnLtd and MFD reflected that their involvement with the Ideas Project had highlighted that:

- the Ideas Support Model ~~does~~ works effectively
- prison governor buy in is important
- there is potential for innovation in prisons
- innovation can be generated at grassroots level
- any future model should tighten up on capital buy-in from prison
- a contact 'inside' prison, someone who understands how prisons work was essential
- ideally Ideas staff would work at the UnLtd offices one day a week to ensure continuity of working practices
- ensuring prison projects are linking in with the wider UnLtd network so that way similar projects can talk to each other, was essential

Contents Page

Executive Summary

SECTION 1: The Ideas Project

- 1.1 Background to the Ideas Project
- 1.2 Development of the Ideas Programme
- 1.3 Ideas Project Objectives
 - 1.3.1 Project Delivery Objectives
 - 1.3.2 Wider Programme Objectives

SECTION 2: The Evaluation

- 2.1 Aims and Objectives of the Evaluation
- 2.2 Evaluation Methodology
 - 2.2.1 The Case Study Approach
 - 2.2.2 Stakeholder Interviews
 - 2.2.3 Embedding Evaluation
 - 2.2.4 Data Collection
 - 2.2.5 Documentary Analysis
- 2.3 Fieldwork Conducted
- 2.4 Evaluation Training Day
- 2.5 Data Analysis

SECTION 3: Enquiries to the Ideas Project

- 3.1 Enquiry Data Findings
- 3.2 Raising Awareness of Ideas Project
- 3.3 Enquiries Resulting in Awards

SECTION 4: Uniformed Prison Officer Case Study Section

- 4.1 Uniformed Prison Officers
 - 4.1.1 Recruiting Uniformed Prison Officers
 - 4.1.2 Awards Made by Prison Staff Role Categories
- 4.2 Case Study 1: Marina Harden: HMP Wormwood Scrubs
- 4.3 Case Study 2: Duncan Woolley: HMP HighDown
- 4.4 Case Study 3: Paul Benson: HMP Wandsworth
- 4.5 Case Study 4: Ian Flanders: HMP Wandsworth
- 4.6 Case Study Scale Data Analysis
- 4.7 Case Study Data: Discussion
 - 4.7.1 Impact of Engagement
 - 4.7.2 Corresponding Challenges and Development of the Ideas Project
 - 4.7.3 Challenges to Innovation in the Prison Service
 - 4.7.4 Developing the Ideas Project Support Model

SECTION 5: Ideas Project Service Roll Out

- 5.1 Responding to Previous Evaluation Recommendations

- 5.2 Evaluation Recommendations and Actions Taken
 - 5.2.1 Service Delivery
 - 5.2.2 Commitment to Evaluation and Monitoring
 - 5.2.3 Personal and Project Development Training
 - 5.2.4 Promotion and Recruitment to the Project
- 5.3 Ideas Project Operational and Developmental Progress
- 5.4 Challenges to Ideas Project Roll Out

SECTION 6: The Ideas Support Model and Future Transition: Lessons Learned

- 6.1 The Development of the Ideas Support Model
- 6.2 Partnership Links with UnLtd
- 6.3 Transition of the Ideas Project
- 6.4 Entrepreneurial and Criminal Justice Endowments Working Both Ways

SECTION 7: Key Achievements and Learning Points

- 7.1 Summary
- 7.2 Transition of the Ideas Program
- 7.3 Key Evaluation Findings Years 3 and 4
- 7.4 Key Overall Ideas Project Achievements (2006-2009):
 - 7.4.1 Partnership Working
 - 7.4.2 Broader Organisational Impact
- 7.5 Key Learning Points

Appendices:

- Appendix 1: Award Winning Project Details
 - Year 1
 - Year 2
 - Years 3 and 4

Section 1:

The Ideas Project

1.1 Background to the Ideas Project

The Ideas Project (formerly known as Inside Innovation) is a result of a partnership between UnLtd⁴ 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 Ideas programme formed 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. The Ideas 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 Ideas Development Manager continues to support Award Winners and their projects.

In the first year of program delivery (January to December 2006), the Ideas Project operated in two prisons, HMP Downview and HMP Wandsworth. During year two of this program delivery (January to December 2007), Inside Innovation expanded to work in HMP Brixton and HMP Highdown. In the third and fourth year of project delivery (January 2008 to December 2009) the Ideas project has rolled out its service to 6 further prisons around London.

This report provides details of the projects successfully funded by UnLtd over the four years of the Ideas Project delivery, as well as evaluating the four-year pilot scheme as a whole.

1.2 Development of the Ideas Program

The background to the partnership and the development of the Ideas programme can be summarised as follows (see year's One and Two Evaluation reports and published article for more detail⁵):

⁴ 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.

⁵ Wilkinson, K and Greenshields, J (2007) 'Inside Innovation: Fostering the spirit of enterprise amongst Prison Service Staff', *Prison Service Journal*, No. 172, 17- 23.

Wilkinson, K (2007) *Inside Innovation: An Evaluation*, Hallam Centre for Community Justice Occasional Papers: Sheffield Hallam University

Wilkinson, K and Davidson, J (2008) *Inside Innovation Year 2: An Evaluation*.

- 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, who has funded this project through years 3 and 4.
- 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 conducted by one full time Project Manager. In year three and four of service delivery, a part time post of Ideas Project Development Officer was created to supplement the work conducted by the Project Manager post.

1.3 Ideas Project Objectives

The objectives of the Ideas Project can be separated into two components: First, overall project delivery, which consists of promotion, recruitment and continued support of the Ideas 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:

1.3.1 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.

1.3.2 Wider Programme Objectives

- 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 Ideas programme into a total of 10 prisons in year three and four of service delivery

Section 2:

The Evaluation

The Hallam Centre for Community Justice was commissioned to conduct an evaluation of the Ideas Project over the third and fourth year of service delivery.

2.1 Aims and Objectives of the Evaluation

- To provide detailed case study data with which to capture whether or not project engagement has had any direct affect on uniformed prison officers (UPOs) in terms of perceptions and attitudes to work
- To inform future discussions about the strategic direction and development of the Ideas Project support model
- To ensure evaluation is embedded into the Ideas programme

2.2 Evaluation Methodology

This evaluation has used both qualitative and quantitative research methods:

- The evaluation has used in-depth qualitative research tools by employing a case study approach to data collection. This methodology enabled the team to establish the detailed experiences of 4 uniformed prison officers⁶ (UPO's) who engaged in the Ideas Project in 2009
- Base line case study data was collected as near to the UPO's becoming Award Winners as possible. A second interview was undertaken as these Award Winners came to the end of their involvement with the project in order to explore any changes in perceptions, attitudes to work and their own capabilities post-project engagement
- It was hoped that semi structured interviews would take place with all 4 Award Winner's senior manager or Ideas Project Leads within the prison. Award winners experiences pre and post Ideas project involvement in terms of their enthusiasm, reflection on career choices and personal confidence were undertaken
- Stakeholder interviews were conducted with representatives from the UnLtd organisation to examine their thinking around the successes and future of the Ideas Project, two of the Ideas Project Managers, the Ideas Development Officer and the Executive Director of Media for Development
- Quantitative data regarding enquires to the project and the numbers of successful award wining projects was sourced from Ideas staff and analysed to examine the overall development of the programme

⁶ The Ideas Project Staff identified these individuals.

All interviews were transcribed and analysed using a thematic framework approach

2.2.1 The Case Study Approach

The key areas for the focus of the UPO case studies was to establish base line data during the first interview which can be reflected on during the second interview concerning:

- Past, present and future career choices and rationales and establish the individual's routes into the prisons service
- Attitudes to work and potential promotion opportunities
- Perceptions of personal capabilities and confidence
- To establish any concerns or barriers individuals anticipate and or experience/ overcome during their engagement with the programme

2.2.2 Stakeholder Interviews

These interviews were intended to focus on the broader issues regarding the perceived successes and challenges to the implementation of the Ideas Project within the prison service. The following interview questions were explored with the stakeholders:

- What worked well, what have been the strengths of the Programme?
- What have been the weaknesses of the Programme?
- Were there any barriers to implementing the Programme; how were these overcome?
- To what extent is there scope for innovative ways of working within the Prison service?
- What has been the impact of the Programme?

2.2.3 Embedding Evaluation

In order to ensure evaluation is embedded within the Ideas Project, three evaluation focused activities have been facilitated by HCCJ staff:

- An evaluation focussed 'scaled' sheet was designed by HCCJ staff, with the aim of completion by all successful award winners during Ideas project planning meetings at the beginning and end of their engagement with the programme. This approach ensures that measurable project impact data can be collated by the Ideas project team and utilised by the evaluation team.
- Self evaluation focused tools for use by the award winners during the duration of their project were designed and provided for inclusion in the Ideas project welcome pack and electronically
- An evaluation training day was designed and facilitated by HCCJ staff. This event took place in September 2008 in Sheffield with the Ideas Project Manager and Ideas Development Worker

2.2.4 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.

2.2.5 Documentary Analysis

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

- Project advertising
- Project Summary reports
- MFD web site
- UnLtd web site
- Inside Innovation spread-sheets detailing each project and also any enquiries received

2.3 Fieldwork Conducted

Two case study interviews were undertaken with each of the 4 uniformed prison officers who were award winners at 3 separate prisons. Interview 1 took place in March 2009 and interview 2 in October 2009. One in-depth semi-structured interview was conducted with a member of the Senior Management Team from one prison who is managing an award winner involved in the Ideas project. The Chief Executive of MFD, an Assistant Director from UnLtd, 2 Inside Innovation Project Managers and the Ideas Project Development Worker were also interviewed.

2.4 Evaluation Training Day

The evaluation-training day was hosted by Sheffield Hallam University (SHU) in September 2008. 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 Ideas staff examined actual award winning projects to establish the best way in which to support the collection of data to feed into the award winners 'self' evaluation, Ideas 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.

2.5 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.

The case study data, including the completed scale data was compared to assess the impacts of project engagement over time.

Section 3:

Ideas Project Enquiries Data

In years three and four (January 2008 and November 2009) the Ideas Project has received 121 enquiries from prison staff about their programme.

3.1 Enquiry Data Findings

The Ideas Project has been rolled out into a further six prisons since the Year Two Evaluation. The number of enquiries received from these prisons total one hundred and fourteen. The table below shows the number of enquiries received from each prison where the project is running.

Table 1: Number of enquiries received from each rolled out prison

Prison	Number of enquiries received
HMP Wandsworth	5
HMP Downview	8
HMP Highdown	8
HMP Brixton	12
HMP Belmarsh	17
HMP Latchmere House	22
HMP Send	19
HMP Standford Hill	3
HMP Wormwood Scrubs	18
HMP Swaleside	2
Other Prisons* see table below	7
Total	121

As the table shows, the greatest number of enquiries were received from the six new prisons where the project has been rolled out, compared to the more established HMP Wandsworth, Downview, Highdown and Brixton. The largest number of enquiries (22) were received from HMP Latchmere House.

In addition to the enquiries received by the Ideas Project from those prisons where the Ideas Project has been launched, a number of enquiries were also received from prisons where the project has not yet been rolled out to.

Table 2: Number of new enquiries received from other prisons

Prison	Number of enquiries received
HMP Buckley Hall	1
HMP Channings Wood	1
HMP East Sutton Park	2
HMP Gartree	1
HMP Huntly	1

HMP Lewes	1
Total	7

Two enquiries were received from HMP East Sutton Park and one enquiry was received from all other non-rolled out prisons. Enquiries received from prisons where the Ideas Project has not been rolled out include ideas around:

- Language suite at union learning centre and trauma/stress training
- Something to do with diversity
- Ab pack
- Kennels for prison dogs and staff dogs
- Garden
- The Life Project

3.2 Raising Awareness of Ideas Project

The enquiries data received the project team also highlights the success of the Ideas Project in terms of raising awareness of its service. The table below is illustrative of the successful embedding of the Ideas Project within the Prison Service (both where the project has been rolled out and where it has not). The table below shows how people enquiring about their project ideas learned about the Ideas Project.

Table 3: How those making enquiries learned about the Ideas Project

How heard about project	Number of respondents
Email	2
Informed by other prison staff (some not in the same prison)	37
Flyers and posters	4
Ideas Project Staff Activity	69
Website	2
External Agency	1
External Event	1
Unknown	11
Total	121

As the table shows, of those making enquiries, the majority (69) responded to activities organised by Ideas staff. 37 reported that they had heard about the Ideas Project from a fellow prison staff member. These results indicate that the most effective ways of informing prison staff about the project is and having an Ideas presence inside the prison and via word of mouth.

3.3 Enquiries Resulting in Awards

From the January 2008 to November 2009, forty-one projects were successfully awarded and twelve were withdrawn or rejected for various reasons. The table below shows these results as well as information on the current status of projects which have yet to receive funding or be withdrawn.

Table 4: Ideas Project Enquiry Outcomes

Outcomes	Number of respondents
Project Successfully Awarded	24 ⁷
Ongoing Development	43
No further contact	2
Development put on hold	2
Signposting to UnLtd	2
Withdrawn/Rejected	12 ⁸
No status information provided	36
Total	121

As the table shows, the majority (43) of those making enquiries are at various stages of ongoing development of their projects. Two enquiries resulted in no further contact being made, two in the project development being put on hold and two were signposted to UnLtd. Thirty six respondents making enquiries did not provide any information about their current status.

Table 5: Ideas Project Enquiries by Prison

Prison	Number of enquiries received	Number of Successful Projects
HMP Wandsworth	5	2
HMP Downview	8	3
HMP Highdown	8	2
HMP Brixton	12	3
HMP Belmarsh	17	2
HMP Latchmere House	22	4
HMP Send	19	1
HMP Stanford Hill	3	10
HMP Wormwood Scrubs	18	5 ⁹ ₆
HMP Swaleside	2	2
Total	114 ¹⁰	24

Appendix 1 contains a break down of all of the award winning projects supported by Ideas staff.

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⁷ Eleven enquires for successful projects were made in year two of service delivery which did not begin until year three/four of service delivery; therefore the 35 project descriptions listed for year three/four of service delivery includes the 11 enquired about in year two but not initiated till year three/four. Therefore there were 41 successful projects active in year three/four of service delivery.

⁸ three of which were withdrawn post award in 08-09 and nine were rejected in year three/four

⁹ [6 Award Winners](#)

¹⁰ In addition, 7 enquiries received from other prisons, see table 2.

Section 4:

Uniformed Prison Officer Case Study Section

A key focus of this year 3 and 4 evaluation report is to provide detailed case study data with which to capture whether or not project engagement has had any direct affect on uniformed prison officers (UPOs) in terms of perceptions and attitudes to work.

4.1 Uniformed Prison Officers

The Ideas Project, while being offered to all members of the prison staff community, UPO's are considered to be a core and central group of staff working in the prison service that the Ideas Project would like to target. UPOs are categorised as being from the following groups of prison staff:

- Principal Officers
- Senior Officers
- Officers
- Operational Support Grades (OSGs)

This is as opposed to senior management grades, like Governors (number 1, Deputy and section Governors, e.g. Resettlement) and civilian staff employed by the prison or an outside agency e.g. education provider, a charity or NHS (including: tutors, librarians, chaplains and health professionals).

4.1.1 Recruiting Uniformed Prison Officers

Having awards submitted to the UnLtd funding was seen as important by Ideas staff, not least because Ideas staff felt it was 'a way they can command respect of their peers' (Ideas Project Manager). However, recruiting UPO's to the Ideas Project was felt to be a challenge:

'We haven't perhaps reached quite as many uniformed staff as we would like to. It tends to be civilian's that approach us more commonly. It's the teachers and people who are more familiar with the concept of applying to run a project' (Ideas Project Manager).

While applications from civilian staff are always welcome, Ideas staff have always made an extra effort to recruit UPO's:

'We try things like having a barbeque we made sure we spoke to a lot of officers so I think it's been fairly successful' (Ideas Project Manager).

The main challenge to recruitment of UPO's was reported as being work loading issues, as 'civilian staff often get a free period in an afternoon or they can meet with me and they have got loads of resources to hand' (Ideas Project Development Officer). Whereas for UPO's, it was felt engaging with this type of project was:

'Just that bit harder because also they tend to work shift patterns or they are working nights or weekends so for us to kind of communicate with them it's a bit harder' (Ideas Project Development Manager).

Ideas staff worked to ensure that the awards were open to all, but felt the UPO's required a little more of their time than some other groups of prison staff, time, that Ideas staff were more than happy to provide:

'I have been really impressed with some of the uniformed staff that have come through. I think they would need time and perhaps more encouragement because its quite a new thing for uniformed staff and also things like research, using the internet and all that, it doesn't necessarily come as easy for them as it does other people' (Ideas Development Officer).

4.1.2 Awards Made by Prison Staff Role Categories

Between January 2006 and December 2009, 57¹¹ successful applications have been made to the UnLtD awards scheme and supported by the Ideas project. Of these, the highest numbers of applicants have originated from civilian staff employed at the prison: 31. From UPO grades, 22 have been successful in applications for the UnLtD Award scheme, as can be seen from the table below.

Fig. 6.1: Break down of successful award winning project, by prison staff role category

Uniformed prison officers	Senior prison staff members	Civilian staff	Unknown	Total
242	2	33+	2	6157

As the table above shows, the Ideas Project has had more success in recruiting UPO's to the scheme than they appear to realise. A more detailed and in-depth illustration of the challenges and benefits felt by UPO's on engagement with the Ideas Project are illustrated here as the 4 case studies are presented.

4.2 Case Study 1: Marina Harden: HMP Wormwood Scrubs

Project: 'An Introduction to Scrubs' Booklet

Marina has been a Prison Officer for 11 years and is currently Senior Training Officer at Wormwood Scrubs. Marina enjoys her role as Senior Training officer, feels valued at work and enjoys the level of responsibility she currently holds. Outside of work she is involved in her children's school's Parent Teachers Association, and she has volunteered for the Jubilee Sailing Trust.

Pathways into the Prison Service

Marina did her 'A' levels with the aim of joining the Navy. However, on moving to London Marina worked for the Imperial War Museum for 6 years, managing their

¹¹ It should be noted that some of the projects involved more than one person which impacts on the numbers produced

shop and admissions. Marina then moved across to the NHS for a year, working for the Emergency Bed Service before applying for the Prison Service; she wanted to try something different and was ready for a challenge.

Marina joined the service in 1997 as a wing staff prison officer, working at HMP Holloway for 6 years and enjoyed this period in her career. For Marina, the more monotonous parts of the job, like unlocking and locking doors was more than made up for by the ever different and often challenging aspects of working on the wings.

'It is the interaction with people, just knowing that when I come through the door there is going to be something different everyday and are guarantee you won't have the same interaction twice its always going to be different'

Marina enjoyed her job and managed to fit this in around having a young family, which for her came before any promotion prospects.

'I had this vision in my head when I first joined where I was sort of I'm going to meet a prisoner and I am really going to be able to turn them around and they are never going to offend again and pretty soon I realised that actually that's an incredibly difficult thing to do'

With this in mind, Marina wondered if her skill set could be more constructively employed to support prison staff in the training and development field. In 2004, an opportunity arose and she successfully sat the promotion examination and moved to HMP Wormwood Scrubs.

Award Winning Project Idea

Marina's award winning idea was to collate, design and print a guide to the prison and its role, with the material being sourced from long-standing members of staff who have knowledge of Wormwood Scrubs' history, as well as documents, artefacts and photographs. The booklet was designed for staff and official visitors, including MPs, Home Office representatives and criminal justice officials from overseas. Wormwood Scrubs has a rich history and Marina believes that experiencing it will be an empowering experience for staff and prisoners. It was also anticipated that this booklet would improve the portrayal of the prison in the outside world.

Personal Aspirations

Marina hoped that engaging with the Ideas Project would enable her to learn more about the prison and to enhance the feeling of community among staff. Marina had never had the opportunity to manage a project of her own before and she wanted to develop her time management skills.

'I do have some budget control but it's quite minor I just have to make sure I stay within it basically you know. I think it was just kind of managing a project from start to finish and making it my own. I have done stuff in the prison before that I have kind of managed and developed'

Initial Engagement with the Ideas Project

Marina heard about the Ideas Project from the Ideas Project Link person at HMP Wormwood Scrubs.

'I had a couple of ideas to be honest, I was aware that I wanted to do something for visitors and new staff that came to the prison who probably knew very little about Wormwood Scrubs so that I could do something so that was obviously the project that I went with'

Marina contacted the Ideas Project and was visited by the Ideas Development Manager for a one-to-one session regarding her project idea.

'I had something in my mind about what I wanted to do but then actually without having put that down in paper trying to get a costing for an 8 page brochure with things in it, I didn't really know where I was going'

Ideas Project staff helped Marina develop her idea and shape it ready for the UnLtd application process. She reported the valuable support she received with the appropriate costing sections of the application. Marina was also provided with a list of helpful contacts who the Ideas Project had worked with in the past to support her project tasks.

Marina's main concerns regarding managing her own project were about keeping up the momentum and being aware of her own timekeeping. Marina saw her strongest work based qualities being organised and meeting people and being able to communicate reasonably well in most mediums, come into play whilst managing her project. She anticipated that involvement with the project would affect her longer term personal and professional aspirations.

'I mean obviously my own personal development then I know that I have run with a project which has been my own and developed it and hopefully it's going to have something quite tangible at the end to show people and it will make a difference. Professionally hopefully the same although I am aware that from one year to the next it changes'

Marina submitted her application and was successful in JUNE 08? She attended the UnLtd Award Winners Event, where she networked with other successful award winners from the community. Marina enjoyed this experience as she was able to mix with people she would not normally come into contact with. Activity on the project started immediately; Marina put posters up to begin to collate the information she needed.

Reflecting on Ideas Project Engagement

When Marina was 7 months into her project, the evaluation team contacted her again to ascertain her progress. She had completed the information collation stage of her project, and had just developed a template with which to format the information she had assembled into the booklet. Once the information had been inserted into the template, Marina was looking forward to next stage, having the booklet printed.

Marina felt that her engagement with this project had enhanced her enjoyment of work and met her personal aspirations in terms of increasing her familiarity with the workplace, from a 'slightly different angle'. Marina was successful in sourcing a great deal of information for her historical document. She felt her booklet, once printed, will provide good news from the prison service and saw it functioning to provide a 'positive dissemination' outlet for HMP Wormwood Scrubs.

Marina had struggled with the time restraints of managing the project alongside her current full time role, but felt that given her position in the training department, she had gained an invaluable lesson that she could now share with her peers.

'I've learnt so much that I can pass on'

This was Marina's first experience of managing a budget and she has been successful in staying within her original costings with ongoing support from Ideas Project staff.

Marina has learnt a lot about project management and would feel more confident doing it again now she has had this experience. The experience has raised her awareness of the availability of funding outside the prison service. She reflected that this experience had opened up lots of possibilities, not only for her but for her work colleagues and the people she trains in her current role.

The biggest barrier to engagement with the project for Marina was time management issues. She felt that the opportunity to learn about community projects and what other people are doing was one of the highlights of her involvement, as often working in the 'enclosed' prison environment can leave you 'feeling cut off' from the outside world.

4.3 Case Study 2: Duncan Woolley: HMP HighDown

Project: 'Lighthouse Mentors'

Duncan is a Senior Officer in Works Contracts and is a trained addiction counsellor who has worked in the prison service for 14 years. Outside work ~~Duncan trained~~Duncan trained as ~~a mentora~~a mentor with Lucca Leadership, who help 18-25 year olds realise their leadership potential. St Giles Trust, which has experience of running prisoner-mentoring projects, has also offered its support, along with the local Offender Management Team. ~~Duncan's award~~Duncan's award winning project was a pilot for setting up a not-for-profit organisation.

Pathways into the Prison Service

Duncan spent 8 years in the Royal Navy before becoming a prison officer in 1995, when he responded to a national recruitment drive, which caught his interest. Duncan was a wing officer for 8 years at HMP Wandsworth, before being promoted to Senior Officer. He ~~has~~ also worked at HMP Brixton for 3 years, before transferring to HMP HighDown in Surrey. Duncan has always enjoyed working in the prison service and looks forward to the humour he encounters every day.

'People think of prisons as really sad dreary places but they are not, they are a laugh a minute, there is so much humour in the prison, with both staff and prisoners'

Duncan has moved roles in his career quite often and has enjoyed all the roles he has worked in.

Award Winning Project Idea

Duncan's award winning project idea was to set up a volunteer mentor service to work with prisoners pre-release and during their transition to resettlement. The idea originated in the coming together of his two key interests: mentoring and prisoners. Duncan ran training to help mentors adapt their skills to working with offenders. This idea was designed to fit into National Offender Management Service aim of preventing re-offending by bridging the gap between custody and the community.

Personal Aspirations

Given Duncan's career path, he was keen to take up a challenge as he felt that he had successfully dealt with everything the prison service had asked of him' he was looking forward to taking something new and unknown. Duncan also hoped that the experience would help address ~~his~~ apprehension of presenting and interviewing skills.

Initial Engagement with the Ideas Project

Duncan initially received an email about the Ideas Project and saw posters around the prison. He felt the Ideas Project provided him with the opportunity for support as well as enabling funding to start his pilot project. Duncan had not had any previous experience of managing projects and budgets and approached his Governor for advice and support. He received nothing but encouragement from his senior management team and approached the Ideas team with their full support.

The Ideas Development manager met for a one-to-one regarding the idea and supported him during the application process. Duncan's project was successfully awarded in ~~July~~ ~~APRIL~~ 2008. ~~He attended~~ He attended the ~~UnLtd~~ ~~UnLtd~~ Award Winner's Day and has received support for his project from a member of the Royal Society of Arts and from all his mentors who have contributed throughout the process.

Reflecting on Ideas Project Engagement

The evaluation team interviewed Duncan again when he was nearing the end of his involvement with the Ideas Project. His project had had many successes; making good use of partnerships and sharing resources with other organisations. Five mentors were trained via a partnership with a Probation Officer running her own mentoring scheme through a 3 day training programme.

The mentors provide support for their clients from 3 months prior to release and aim to meet with them approximately four times once they have been released. One client was given a sentence and one is receiving telephone support because of accommodation/location issues. Two clients are about to be released and intend to continue receiving support from their mentors and two further clients, whilst accepting mentorship in custody, have decided they do not require support on release, due to having existing networks in place.

Duncan is currently working on producing an evaluation of his project, which involves gaining feedback on the process from mentors ~~and~~ ~~clients~~ ~~and ensuring clients receive their certificates~~. At the moment, the project still has the funds to meet mentors' travel costs enabling the service to be provided for at least another year after the UnLtd funding stops. Duncan is currently looking for further funding outside of the prison service and is advertising for a project co-ordinator in order to take the project forward.

Duncan felt that the ongoing support of Ideas staff was invaluable in helping him to manage his project successfully. The Ideas Development Officer was always on hand and always 'reminded me about receipts and things'. Knowing support was only a phone call away meant that if he struggled with any aspect of his project, he knew he had support in place.

Longer Term Personal and Professional Aspirations:

Duncan admitted that the experience had left him feeling very confident.

'It has helped me develop myself and it might help me sort of career wise. I am under no illusion that without the help I have had it wouldn't be the set up as it is now. I would have muddled through but now it's a bit more strengthened'

Duncan felt his personal and professional aspirations before engaging with the project had not only been met, but exceeded. When entering for the award Duncan reported being nervous about his presentation skills.

'Because before I'd be quite nervous about going to a meeting with people who are better educated, have more knowledge of these things than me. My mentors all come from quite high powered jobs and some have got doctorates and I left school at 16. But I went to the meeting and took a training pack that I'd developed and chaired and facilitated the meeting and now it's not a problem'.

As a direct result of the opportunity to develop his project management skills, Duncan felt that his confidence in this area had reached new heights.

'I didn't realise what I was taking on, but if someone had said to me a year ago, you'll be running your own organisation and be responsible for all these people and you are going to be a leader and you've got to take all these decisions forward I'd have said- "No- I can't do that". Now I know I can'

In terms of organising projects, Duncan felt that this experience had given him the skills and confidence he needed that he felt he could now transfer to any project he wanted to undertake, personally or professionally.

Additionally, as an acknowledgement of all of his hard work with his project, Duncan was put forward for prison officer of the year by his governor and got through to the regional final. He has also received a nomination for the Butler Trust Award.

'It's been a lot of hard work, but I have been supported by my line manager and the number one governor. I had to leave early for meetings they have let me go- they've been great. I'm in the process of helping another colleague who is setting up a mentoring service to prisoners- so helping them set up- they are now treating me like the expert'

For Duncan, the biggest barrier to managing his project has been time. However, seeing the mentors interacting with their clients who have been released and hearing about how much difference they have made has made all the hard work seem worthwhile.-

4.4 Case Study 3: Paul Benson: HMP Wandsworth

Project: 'Staff Internet Café'

Paul has worked in the prison service for 17 years. He is currently Communications Manager, in the Performance Improvement and Strategic Development Unit. Outside work he is a member of Bromley Autistic Trust and has organised several events for the Children on the Autistic Spectrum Parents Association.

Pathways into the Prison Service

Paul was in the army for 18 months, before working at a charity decorating people's homes. He then moved to London to be a self-employed painter and decorator. After responding to a prison service recruitment drive he began working for the prison service in 1992.

Paul has operated in a wide variety of roles in the prison service, from working the landings on a vulnerable prisoners unit, to reception duties and a drug testing unit.

'I do I love a challenge'

Paul applied successfully for promotion to senior officer and he currently has seven recommendations on his record. Paul's family circumstances then changed and the prison service supported his request to working office hours only in his current role.

Award Winning Project Idea

Paul's award winning idea developed as a direct result of findings from staff forums on the communication strategy at Wandsworth that approximately a third of the 800 plus staff do not use the intranet and email due to poor computer literacy. As IT is now integral to Prison Service communication it is vital that staff feel confident using it. Paul's project was designed to bridge the skills gap with an internet café in the staff mess. IT and PC training would also be provided alongside the internet connection.

Personal Aspirations

Paul felt that the Ideas Project provided him with an opportunity to do something completely different to his every day job.

'I do enjoy this job and aspect of the job I am doing now but I do get itchy feet'

In addition to this, he has never managed his own budget and was looking forward to this new challenge.

Initial Engagement with the Ideas Project

Paul heard about the Ideas Project through a fellow award winner, who brought it to his attention. Paul immediately saw the opportunity to develop this innovative idea to support other staff members and improve the communication strategy at his place of work.

'I think you have to be motivated to the extent that you have to be prepared to give a bit of yourself to do it and to do things which other people will benefit from'

Paul met with Ideas staff and was successful in his application to UnLtd in September 2008.

Reflecting on Ideas Project Engagement

Paul was nearing the end of his engagement with his 12 month project when the evaluation team returned. The café is currently being accessed by 170 members of prison staff. Paul has received interest in the café project from other prisons and the Governor has agreed to continue to fund the cost of the internet, post Ideas Project funding.

'I've enjoyed being given the opportunity to try something new. It's been great to have someone else having faith in my idea, which they backed by providing the funding'

Paul reflected that being involved in this project had enhanced his experience at work by adding a new dimension and he feels more confident due to his engagement with the Ideas Project. As well as this he feels that he has learnt a lot about project management, ways of securing funding and has enjoyed being in control of his own budget.

'I would do it again certainly. You have to be enthusiastic about the idea and self motivated, but I would now feel ok about taking on someone else's project. The skills I've learnt here, I can now apply to next project'

For Paul, negotiating with so many stakeholders proved the most challenging aspect of the project. He has had to negotiate with prison management, the ICT department, estates and the café management and use his powers of persuasion to 'sell' the idea to staff by highlighting the benefits of the project. Conversely Paul's success in negotiating with others has left him feeling much more confident about his own ability to persuade and motivate others.

'I'm proud I've seen it through to the end. I've had to sell it to prison staff and get them to believe in it as being a worthwhile thing to do'

Paul has also recently learned that the Prison Officers Union is concerned with ensuring that the prison staff's IT skills are improved; they are planning to set up E-learning programmes and internet access across the estate. This situation illustrates both the originality and timeliness of Paul's award winning project.

'It's another string to the bow. I am more confident now and proud of my achievements and it looks great on my CV'

4.5 Case Study 4: Ian Flanders: HMP Wandsworth

Project: 'Photography Project'

Ian has been in the prison service for 11 years. Currently he is the lead PE Instructor at HMP Wandsworth and is also a Control and Restraint Instructor, First Aid Instructor and Use Force Coordinator.

Pathways into the Prison Service

Ian has a degree in photography and has background in sport; it was the strong PE element within the prison service that caught his interest during a recruitment drive.

'I enjoy all of it really. I enjoy the interaction, seeing offenders develop, change, and become inspired. I see them start to take on some of the issues that have brought them into the prison, so it's the challenging aspects I enjoy too'

Award Winning Project Idea

Ian's award winning project is primarily a portrait project, about reoffending and rehabilitation. The aim of the project is to create an understanding of successful strategies that prisoners use to reduce their re-offending. Ian's aim was to work with the offenders to construct a life history to reveal their pathways in relation to

their reoffending through an examination of their experiences of family, education and work. These narrative texts were to be complimented by a series of photographic portraits, to allow the offender a visual voice through the medium of photography.

'I have given myself up to 12 to 18 months to complete the project I just did a little mini plan of how many I need to photograph per month to get me to the figure I need to get so I don't really foresee any problems time wise'

These written and visual products were designed to be used for an exhibition within the prison and hopefully at a local gallery. Ian's number one Governor was very supportive of his idea.

Personal Aspirations

In terms of the project, Ian was most looking forward to working with offenders who he would not normally have contact with at the gym. In addition to this he hoped that the project would provide an alternative perspective of offenders in prison.

'When you work in an environment sometimes you don't always look at things objectively. With all the additional regulations that are now in force around prisoners and reoffending behaviour I thought it will be good to try a fresh look, give a different view of the offenders themselves'

Initial Engagement with the Ideas Project

Ian was informed about the Ideas project by a third party researching another project he was involved in.

'I had this idea about a project for sometime but funding was a barrier'

Ian met with Ideas staff and submitted his application to the UnLtd award team and was successful in April 2009. Ian also attended the UnLtd award event.

Reflecting on Ideas Project Engagement

When the evaluation team revisited Ian, he had interviewed and photographed over half of the inmates he aimed to work with. He had had to work very hard during rest days and lunch breaks to complete this work. Ian's biggest challenge was negotiating regime regarding restrictions on taking offenders to different parts of the prison to take their portrait shots.

The project also experienced some difficulties in recruiting offenders, which was mainly due to Ian's desire to include offenders who do not normally engage with any activity at the prison, making accessing them challenging. However, Ian felt that this experience had increased his familiarity with his work place and proved to be one of the most rewarding aspects of his project.

'I've been all over prison. It's been great to not be so PE based and mixing with inmates who will not come near the gym. I've been asked lots of questions from prisoners and staff walking round with my camera. I feels like an ambassador'

Ian's experience of his project has served to further convince him that as prison staff are highly target focused and under constant pressure to provide figures, there is a tendency to forget that the prisoners are people. Ian felt that his project would successfully portray offenders as real people.

'The prisoners themselves have been inspiring and motivating. I get an uplifting feeling and have been honoured to hear their stories. The images show this too'

Ian has very much enjoyed re-discovering his creative side which he has been able to get in touch with again after a long break from photography. Managing this project had also provided him with a clearer understanding of the 'bigger picture' into which custodial sentences fit.

'I have learnt so much about the reality of the prison service'

Ian reflected that his project could easily be replicated in other prisons and is currently considering his exhibition choices. He is already thinking about another project that he would like to manage; around offenders experiencing mental health issues.

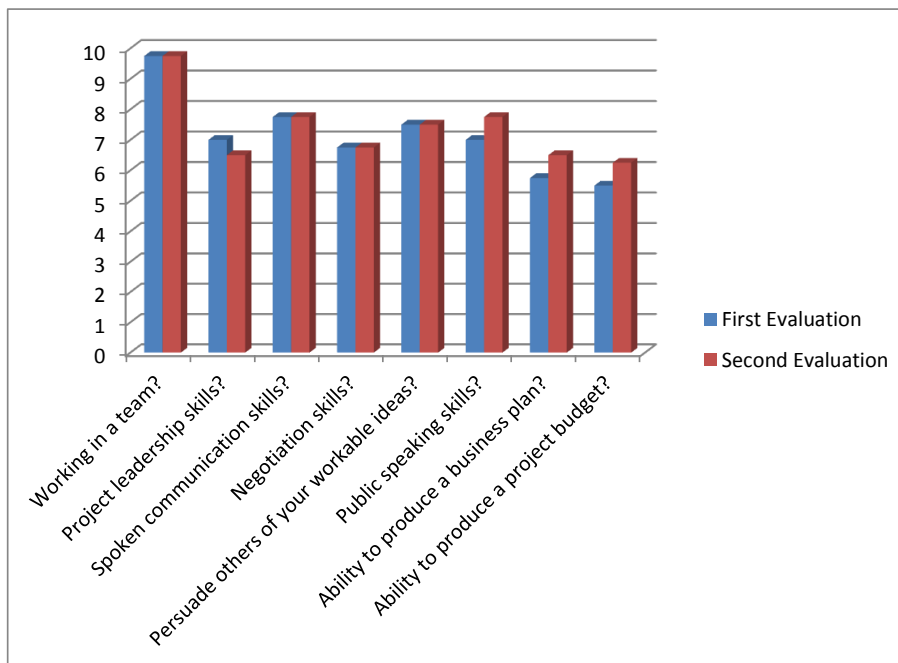
4.6 Case Study Scale Data Analysis

The purpose of gathering the scale data was to provide an additional opportunity for the evaluation team to assess to what extent being involved in the Ideas Project had impacted on uniformed prison staff, both personally and professionally. Therefore the scale was completed twice, first early on in award winner's involvement with the Ideas Project and a second time towards the end of their involvement. However, this part of the evaluation methodology has produced data which does not appear to run parallel with the quantitative data. The evaluation team believes that this anomaly needs to be reflected as a methodological, rather than a validity issue.

The four Award Winners who completed the scale questions were asked to rate certain statements on a scale of one to ten where 0 represents 'not at all or none'

and 10 represents 'very, much or extremely'. The scale data is presented here in two graphs, skills and competencies and motivation at work.

Graph 1: Average Scale Data: Skills and Competencies



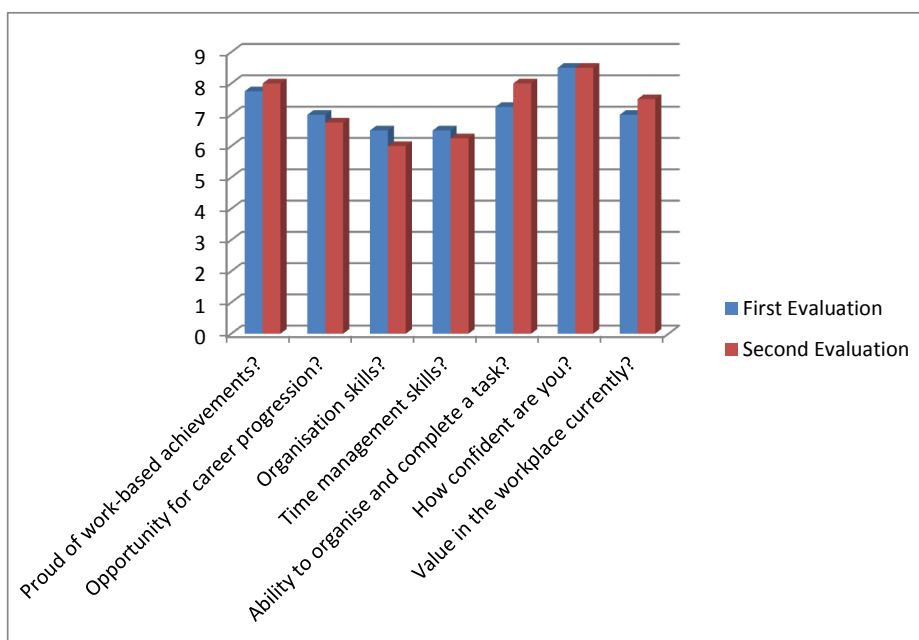
It can be seen from the above graph that:

- On average, participants' confidence in public speaking skills, ability to produce a business plan and ability to produce a project budget increased between the outset and towards the end of the project.
- Working in a team, spoken communication skills, negotiation skills and ability to persuade others of your workable ideas remained, on average, the same between the outset and towards the end of the project among participants.
- The graph illustrates, on average that participant's confidence in their project leadership skills reduced between the beginning and towards the end of the project. This finding is justified by one award winner who felt that the experience had shown up certain shortcomings in their skills¹²

¹² This is an example of where quantitative data does not compare well with the qualitative data provided in the case study section. A learning point for the evaluation team is to ensure that in future, more support and explanation needs to be provided to those filling in these scales.

The graph below shows the average scales for motivation at work.

Graph 2: Average Scale Data: Motivation at Work



It can be seen from the above graph that:

- Being proud of work based achievements, ability to organise and complete an essential task and perception of value in the workplace increased between the beginning and towards the end of project engagement
- Award winners felt more confident in the workplace post project engagement
- On average, how confident award winners felt remained the same between the outset of the project and towards its end (see footnote 6 for clarification).
- Confidence in award winners organisational and time management skills do appear to have reduced during project engagement; however again, this does not tally with the qualitative data collected (see foot note 6).

4.7 Case Study Data: Discussion

4.7.1 Impact of Engagement

During the analysis of case study data, certain themes concurrently arose across all four studies. All felt that, as a direct result of project involvement, they:

- had increased their awareness of and engagement with their work place
- had become more familiar with their work environment as their project often took them to areas in the prison they did not normally access
- had enhanced their everyday experience of work
- felt supported in their desire to help and support others, both prisoners and fellow staff
- had improved their time management skills
- had provided them with their first experience of managing a budget
- had resulted in increasing their confidence in their work-based skills and capacities
- opened up the potential of new career opportunities, both inside and outside the prisons service

4.7.2 Corresponding Challenges and Development of the Ideas Project

This section outlines certain broader themes, with the view to informing future support models for innovative and entrepreneurial activity in the prisons service.

As the 4 case studies above have illustrated, the uniformed prison staff who have been engaging with the Ideas Project have all had overwhelming positive experiences. Impacts have been felt both professionally and personally. However, it is important to note that each of the 4 case study respondents were initially motivated people who enjoy taking on new challenges. This finding is further evidenced by the extra-curricular activities respondents are involved in. In each interview undertaken, both the words challenge and motivated occurred, with the following quote indicative of the individual award winners making up the case study sample:

'I am quite motivated in any sort of challenge I have to do and I take them seriously and I want to see them through to the end'

However this is not to detract from the broader, longer term impacts of engagement with the Ideas Project. By being exposed to the challenge of working in a different way, some of the case study subjects have begun to re-evaluate their careers in light of their new found skills sets:

'I am more interested in wider job market and wider opportunities in the prison service. I can think about that now I have the skills'

4.7.3 Challenges to Innovation in the Prison Service

Case study respondents acknowledged that the prison service was by its very nature a difficult institution in which to work entrepreneurially:

'Working innovatively in the Prison Service is sometimes difficult, because we are quite unique in terms of what we can and cannot do'

Issues concerning challenges of sustainability were also raised, given that:

'The prison service is in such turmoil at the moment and our Governors change so quickly, projects like this fall off the agenda and are out of date so quickly'

The case study respondents reflected that responses to their extra project work from other prison staff fell into two extremes, which typified the polarised view of prison service staff to new ways of working:

1) Those who see that anyway of getting this sort of project into the service is a great idea and a great way to get good ideas of the ground

2) Those who believe 'you must have time on your hands if you are able to do that too'

While the majority of case study respondents had received positive input from their peers regarding their projects on the whole, one case study respondent explained why negativity was sometimes experienced by those working in the prison sector who tried to work more entrepreneurially:

'We are dealing with people who have broken the law and committed crimes and we just turn up to work to do a days work to the best of our ability and all we do is we get criticised for it. We get run down by the prisoners, the press and we are attacked by the government and our managers, so its easy to then see why we become very insulate and very negative about things'

This view has obvious implications for attempting to work innovatively in the Prison Service, no more so than for the large number of staff who 'are innovative, its whether or not they feel confident enough to take it forward'.

However, other case study respondents felt that the prison management dictated their experience of this kind of project, as it was noted: 'in a new modern, good thinking, good well run prison, its not a problem'

4.7.4 Developing the Ideas Project Support Model

All four case study participants reflected that the support model would benefit most significantly by an increased engagement with the prison service Human Resource Department:

'It would be so much better if the Ideas engagement was work loaded- that would help'

Study participants felt that as the project benefitted the prison environment and staff morale, this change would also improve the recruitment of staff to the project.

'I always find communication and advertising projects like this in the prison service a real hard one because we get loads of stuff and only really pick up the odd bits and pieces'

All participants felt that bringing this type of project into staff-focussed events would be the most effective way to recruit to the project, to get it 'embedded in the institution'.

Case study participants felt that advertising this type of project to new prison staff would be effective; highlighting the opportunity to make a difference was viewed as an important selling point, as many staff came into the service with that in mind, so:

'Tell them that anyone can make a difference that is why most of them joined this job to make a difference and often get a bit jaded over the years. Doing this they can. The more new staff we get within the Prison Service grab them while they are keen and young'

Case study participants were satisfied that the transfer of the whole award scheme, including the management of projects. However, they also reflected that not having a prison-specific support may prove challenging, as Ideas staff not only understood the workings of the prison service, but also kept the project on the agenda.

SECTION 5:

Ideas Project Service Roll Out

This section of the report outlines and evaluates the operational aspects and strategic direction of the Ideas Project since the evaluation of year two service delivery. This section will initially outline how the recommendations from the year two evaluation have been incorporated into the third and fourth year of service delivery and following that an overview of the Ideas Project's operational and developmental progress over this time period is provided.

5.1 Responding to Previous Evaluation Recommendations

The Year 2 Ideas Project Evaluation Report was written in December 2007. In that report a number of recommendations were made which, it was hoped, would inform future discussions about the strategic direction and development of the Ideas Project. This section includes these recommendations and any actions taken in response to them in the following areas:

- Service Delivery
- Commitment to Evaluation and Monitoring
- Personal and Project Development Training
- Promotion and Recruitment to the Programme

5.2 Year Two Evaluation Recommendations and Actions Taken

5.2.1 Service Delivery Recommendations and Actions Taken

Recommendations	Action taken
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	This recommendation proved challenging as the Development Officer worked 2.5 days a week, therefore making fixed visits and space in 10 different prisons unworkable. Ideas staff visited on a more ad-hoc basis, remaining flexible to the needs of the award winners
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	The Ideas Project Manager has received keys at 3 of the prisons in which they operate. However, going through the application and training process for each different prison proved unviable. In each of the other prisons, Ideas staff were provided with an escort each time they visited. A key development to accessing e mail systems in each prison was provided by engaging a Ideas link-person in 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	Ideas staff developed a flow chart system to log all feedback on each project post-meeting. Ideas staff had to remain flexible regarding deadlines as work loading issues meant that where appointments were made in advance they often resulted in being cancelled by award winners at a later date

5.2.2 Commitment to Evaluation and Monitoring Recommendations and Actions Taken

Recommendations	Actions taken
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'	Ideas staff log all this information post-meeting on an Excel spread sheet and retain any reports, letters, emails and comments on file
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	Difficult to arrange given the part time working pattern of the Ideas Development Officer
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.	Some self-report scales have been handed out, only limited numbers of completed scales have been received by Ideas staff.
Ensure self-evaluation templates, sheet of evaluation tips and hints and award winners self-evaluation final report are inserted into award winners welcome pack	These evaluation tools have been included in the 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 in previous years	SHU re-designed this evaluation to allow for more easier contact with Award Winners

5.2.3 Personal and Project Development Training Recommendations and Actions Taken

Recommendations	Actions taken
As award winners have experienced difficulties in attending UnLtd training, consider providing evening training courses	Ideas Project staff have responded by utilising UnLtd training resources for individual Award Winners, as a lot of what Unlimited offer isn't directly relevant to the prison projects
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	Ideas Project staff have responded by ensuring any resources requested are printed out. Project Manager has also initiated a web-based UnLtd Award Winners Project Room idea to provide more support for award Winners in prisons.

5.2.4 Promotion and Recruitment to the Programme Recommendations and Actions Taken

Recommendations	Actions taken
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	Barbeques have been used frequently to support Launch Events in new prisons
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	A booklet has been produced to a high standard and has been sent to all relevant prisons and other appropriate agencies
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	This design idea was adopted for the booklet.

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

5.3 Ideas Project Operational and Developmental Progress

A key objective of the Ideas Project in year 3 and 4 of service delivery was to extend the programme into 6 further prisons thus bringing the total number of prisons the Ideas Project operated to 10. The programme was already established in HMP's Wandsworth, Brixton, DownView and Highdown.

Part of the function of the evaluation report from year 2 of service delivery was to collate a set of key criteria to inform the selection of prisons for future rollout of the project, as follows:

- A supportive and pro-active SMT
- Establishments where staffing levels and professional culture are realistically flexible
- Ensuring that the project can be sustained for a specific period of time to ensure the programme gets the opportunity to embed in the prison culture¹³

In order to ascertain which prisons would provide the above key criteria, the strategic decision was made by the Ideas team to approach all the prisons in and around London initially by posting Ideas Project packs. These packs were followed up by Ideas staff soon after delivery to ascertain which, if any, of the prisons were seriously interested in the project. The Ideas team began this process in September 2008; new marketing material was produced, based on the booklet and photographic portrait idea. The new booklet contained details of existing successful award winners featuring their projects. These booklets were mailed to all prisons. Preliminary meetings were held with prisons who were interested and launch events were organised. A new Ideas Development Manager was also recruited at this time, working 2.5 days a week to support the full time Ideas Project Manager.

The Ideas Project met its objective of rolling out to 6 more prisons in the London area by January 2009 by launching in the following prisons:

- HMP Belmarsh
- HMP Latchmere House
- HMP Send
- HMP Stanford Hill
- HMP Wormwood Scrubs
- HMP Swalesdale

¹³ Reference to evaluation report 2

5.4 Challenges to Ideas Project Roll Out

The timing of the wider roll out of the Ideas Project coincided with certain unforeseen transformations in the prison service, which added to the already challenging working environment. Existing challenges, such as managing an Ideas project alongside shift and weekend work, along with high levels of sick leave and work loading issues are covered in more detail in evaluation reports in year 1 and 2¹⁴. Added to this, recent announcements of budget cuts and the implementation of the Prison Service's Workforce Modernisation Programme in April 2009, have Ideas staff acknowledged, resulted in generally higher levels of insecurity about working in the prison service sector. This climate is thought to have impacted negatively on prisons eagerness to initiate the Ideas Project programme.

'There has been a feeling of uncertainty and some dissatisfaction amongst staff as job roles were revised and new ways of working introduced, and this made some staff wary of applying to the Ideas Project. I think this year has been particularly turbulent' (Ideas Project Manager).

This view was also reflected by an SMT representative at one of the prisons Ideas is operating in:

'There is a bit of upheaval with the organisation with what is going on at the moment but I mean could you actually see engagement with this project maybe eventually down the line at some point being brought in to encourage people into promotion or taking on something different' (SMT).

Both Ideas staff and the SMT representative reflected that the Government cuts may however have had a more positive impact on prison staff applying for additional, external funding, from organisations like the Ideas project.

'It can be a vehicle for kind of getting good ideas that perhaps wouldn't normally have been given the attention they deserve. The big advantage is that it draws money up from the third sector. This way we can get to a much wider audience and you know this has benefits for the service as a whole' (SMT).

However, it was reflected that:

'As with every project even if we are providing all the money for the equipment and everything the prison still has to commit something in staff time. The whole officer structure is changing, there is going to be different roles and some people are going to lose their jobs, so that puts them off actually trying something new'" (Ideas Project Manager).

¹⁴ Wilkinson, K and Greenshields, J (2007) 'Inside Innovation: Fostering the spirit of enterprise amongst Prison Service Staff', *Prison Service Journal*, No. 172, 17- 23.

Wilkinson, K (2007) *Inside Innovation: An Evaluation*. Occasional Paper Series, Sheffield Hallam University, HCCJ: ISBN 1-84387-260-9.

Wilkinson, K and Davidson, J (2008) *Inside Innovation Year 2: An Evaluation*.

Given that six award winning projects were withdrawn after being funded in the 3rd and 4th years, because award winning staff were transferred to different roles and departments, the impacts of the current political and economic climate on programs like the Ideas Project cannot be underestimated.

However, one SMT representative saw schemes like the Ideas Project providing support to prison staff and raising morale as being even more important given the current climate:

'It's something that we can initiative from the shop floor so to speak and it's kind of good not just for the morale of the person who starts it off, it's a good example to other members of staff – that if you have an idea if you think you can contribute to the organisation then here is a way of doing it, you know it encourages other people to come forward and it's kind of organisationally good' (SMT).

The Ideas Project team have responded to these concerns and ultimately felt their success in rolling out to the extra prisons, despite this climate was down to making contact with enthusiastic senior staff at each prison:

'It's meeting the right person in the prison and getting a good relationship with somebody that really believes in the projects. It's been the connections with people who really believe in it, who we then asked to become our link person at the prison, someone everyone could identify and go and talk to about their idea initially. That way they got to speak to someone who was full of energy and enthusiastic immediately' (Ideas Project Manager).

Ensuring an enthusiastic senior member of staff is in place at each prison has resulted in the Ideas project roll out success and has had a positive impact on the numbers of successful applications to the UnLtd award:

'we have ended up awarding more people in the prisons where we have had that kind of relationship too' (Ideas Project Manager).

The increasing numbers of enquiries and resulting award winning projects illustrate that the Ideas Project has become increasingly embedded in the prisons in which they operate.

Section 6:

The Development of the Ideas Support Model and Future Transition: Lessons Learned

This section of the report outlines how the support model has developed over the four years of service delivery and reflects on the partnership with UnLtd over this period. This section then goes on to outline the strategic management of the transition of support provided to award winners as it is absorbed into the mainstream work of UnLtd. The main aim of the last section of this report is to identify learning points to ensure that if funding and core areas of work return to looking at developing work specifically in the prison service, this document will be available to ensure all the learning from this pilot project can be accessed and utilised.

6.1 The Development of the Ideas Support Model

Over the four years the Ideas Project has been operating, staff changeovers have occurred three times. The potential disruption that these changes could have caused have been minimised as the team have been recruited carefully to provide a sense of continuity. The most recent hand-over of Ideas Project Management was in August 2007; it was well managed and resulted in no adverse effects on programme delivery.

During the evaluation of year 2 service delivery, the evaluation team collated an overview of the model of support provided by the Ideas team, which is repeated here as it has remained a core part of the Ideas staff working model over the whole period of service delivery:

- Assessing potential applicants from prison staff
- Providing project shaping meetings with applicants
- [Networking, putting in touch with 'experts' to add value to projects](#)
- 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 the Ideas Project 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

The Ideas Project model of support is seen as an opportunity for the many staff who have good ideas and a dedication to improving prison life for all who live and work inside (SMT and Case Study Award Winners and see evaluation reports 1 and 2) to contribute. The Ideas project has received publicity in the Prison Service News (PSN)¹⁵ and in the Royal Society of Arts' Prison Learning Network¹⁶ which has resulted in interest and enquiries beyond the prisons in which they work (see enquiries section for more details). The Ideas Programme also received a positive mention in the Independent Monitoring Board's review of HMP Downview for 2008-2009.

6.2 Partnership Links with UnLtd

As highlighted in evaluation reports for years 1 and year 2, the partnership between MFD and UnLtd has continued to be a successful one throughout the four year delivery of the Ideas Project. During year 2, a recommendation for the Inside Innovation Development Manager to work from the UnLtd offices one day a week, worked well. However, in the third and fourth year of service delivery this became difficult as the Ideas Development Officer who worked 2.5 days. However, as the newly recruited Ideas Project Manager operated in a previous role managing an Awards Scheme, any disjunction in working practices was minimised:

'I go to their team meetings every month and have been on their team building days so I feel like I have been a part of that team as well' (Ideas Project Manager).

Years 1 and 2 evaluation reports highlighted the challenges of prison staff being able to access UnLtd's resources. The UnLtd Project Board meetings have also reflected their desire to increase participation in this area. However, given the challenges of difficult working hours and work loading issues for prison staff, the Ideas team have responded to this challenge by highlighting what UnLtd can offer on an individual award winner basis:

'One award winner has taken advantage of the legal advice that UnLtd offer, somebody else has recently been matched with a personal coach. A few award winners have gone on training too' (Ideas Project Manager).

This approach has worked well, as it was reflected that some UnLtd resources are less relevant to the prison-based projects and having Ideas staff who can 'match' award winners requirements with what UnLtd have to offer is an effective way of ensuring individual needs are addressed:

¹⁵ PSN February/March 2009, pages 34-35;

www.hmprisonservice.gov.uk/prisoninformation/prisonservicemagazine/index.asp?id=9608,18,3,18,0,000

¹⁶ <http://prisonlearningnetwork.rsablogs.org.uk/tag/ideas-project/> <http://prisonlearningnetwork.rsablogs.org.uk/index.php?s=mentoring>

'the prison projects are quite self contained and they don't need to know about turning your project into a business or a charity because that's not really what they are doing. We don't want to bombard award winners with everything UnLtd offer as they would feel overwhelmed' (Ideas Project Manager).

6.3 Transition of the Ideas Project

The funding for the prison-dedicated Ideas project staff has been provided by the Indigo trust in the first year and Charles Dunstone Trust for the remaining three year service delivery period. This funding was always intended as short term funding for this pilot project. The longer term hope was that the prison service would take on the initiative 'in some shape or form' (MFD Executive Director). A meeting with the Home Office and MFD staff regarding the Ideas Project model was conducted and they were supportive of the concept, however no further contact has been made. As mentioned previously, the Ideas Projects roll out coincided with prison service budget cuts. MFD's Chief Executive reflected that despite the warm welcome the Ideas project had received, this type of project would always remaining peripheral because innovation does not fit under prison service key performance indicators. However, UnLtd are keen to continue to support prison-based projects under their mainstream support provision. In the year two evaluation, representatives from UnLtd highlighted that they were already thinking strategically about 'integrating the project into our every day operations' (UnLtd, Assistant Director).

Ideas project staff and UnLtd have been working to ensure this transition occurs as smoothly as possible. Ideas staff have been working to a June 2009 deadline, after which they have been directing enquiries directly to UnLtd.

'There was a bit of a last minute rush actually once we told people that the money was running out, we had a huge amount of applications, so in June we had 2 projects awarded but then in July we had 10 projects awarded' (Ideas Project Manager).

Ideas staff provided a presentation to UnLtd staff about the key aspects of working in prisons in March 2009 and have organised for UnLtd staff to visit a prison to 'bed into structures' (UnLtd). An UnLtd representative reflected that this was an appropriate time to transfer these projects to their non-specialist scheme as alongside the withdrawal of prison specific funding, it was felt that this area of work no longer 'fitted into UnLtd's core mission' (UnLtd). As outlined in evaluation report 1, UnLtd was interested in exploring whether the methods utilised with non-public sector individuals could be applied in the public sector. This public sector organisation focus has changed to a more 'outside of institution' focus (UnLtd).

For Ideas staff, this transitional period has been important and reflected their hopes that UnLtd would build on what they had achieved over the last four years. It was reflected that Ideas staff were beginning to see the fruition of projects bedding down in the prison service and hoped that UnLtd would continue to support this opportunity to open prisons up to the idea of change and innovation

6.4 Entrepreneurial and Criminal Justice Endowments Working Both Ways

Despite the above, UnLtd are very keen to continue to support prison-based projects and were pleased with the inventive projects that had been generated through the Ideas Project. However, UnLtd were aware of the specific challenges faced by this way of working in the prison service and felt that the withdrawal of Ideas support would inevitably result in a reduction of numbers of applications. This was considered inevitable as despite the evidence that innovation can come from that quarter, it was felt that this project had illustrated that entrepreneurialism, 'doesn't come natural to public service institutions' (UnLtd).

UnLtd had however learnt much from the programme and felt as an organisation their biggest learning points for working in the prison service were that a program like this needed to be resourced well in order to manage award winner's expectations. UnLtd felt the Ideas project model had exceeded their expectations and 'proved it can work' (UnLtd) and that any future model would certainly be based on it. MFD's Chief Executive underlined this point as he felt an 'entrepreneurial and flexible approach to working in the prison service' was essential. UnLtd had originally approached MFD as an organisation that understood the prison environment and felt this remained a fundamental requirement of operating successfully in the prison service.

As a partnership organisation, MFD are pleased that the Ideas Project has resulted in a series of valuable projects which have been sustained and some absorbed into the individual prisons. Individual award winners have been successfully exposed to different ways of working in their workplace and have seen benefits in their personal development (as evidenced in the case study section). Although harder to measure and evaluate, MFD felt that in the prisons where they operated, there was a definite sense that these impacts had affected a positive cultural influence on the working environment. The Ideas Project exposed MFD as an organisation to a different focus than their usual areas of work which is normally prisoner and media project focussed. It was reflected that this experience had had a positive impact on the organisation as a whole, not least because the organisation had also had the opportunity to work in a wide variety of different establishments. The learning gained through the Ideas Project would, it was felt, be utilised elsewhere in MFD's core work area projects.

UnLtd reflected that there were certain elements of the Ideas Project support model that, given this experience, they would 'tighten up' (UnLtd), such as requiring financial commitment from the prison service themselves to support this kind of project work. Although UnLtd were able to provide funding for an individual applying for the award, it was felt that funding for equipment or enhancing of 'space' to conduct entrepreneurial activity, which remained for the 'betterment of the prison environment- some funding should come from the prison' (UnLtd).

UnLtd reflected that exposure to entrepreneurialism was no longer such an 'alien' concept in society, given the popularity of television programmes like Dragons Den and Secret Millionaire. It was felt that the Ideas Project had the broader effect of exposing the prison service to this way of working. Conversely, it was felt that

UnLtd and its trustees had been sensitised to the criminal justice system as a whole with the result that prison felt less 'other' to them.

In summary, UnLtd and MFD reflected that their involvement with the Ideas Project had highlighted that:

- the Ideas Support Model does work
- prison governor buy in is important
- any future model should tighten up on capital buy-in from prison
- a contact 'inside' prison, someone who understands how prisons work was essential
- ideally Ideas staff would work at the UnLtd offices one day a week to ensure continuity of working practices
- ensuring prison projects are linking in with the wider UnLtd network so that way similar projects can talk to each other, was essential

Section 7:

Key Achievements and Learning Points

7.1 Summary

This evaluation report is the final evaluation of the Ideas Project delivery in year 3 (January-December 2008) and year 4 (January-December 2009).

7.2 Transition of the Ideas Program

The funding for the prison-dedicated Ideas project staff was been provided in the first year by the Indigo Trust. The Charles Dunstone Trust funded this project from 2007 to 2009. This funding was always intended as short term funding for this pilot project and in January 2010 any further prison-sourced projects are to be integrated into UnLtd's mainstream support operation.

Ideas project staff and UnLtd have been working to ensure this transition occurs as smoothly as possible. Ideas staff have provided a PowerPoint presentation to UnLtd staff regarding key issues when working in the prison service. Currently a visit to a prison is also being arranged.

7.3 Key Evaluation Findings Years 3 and 4

The main body of this report has shown that the Ideas Project responded enthusiastically to the recommendations from the year 2 evaluation report, as far as operationally possible.

The Ideas Project has successfully rolled out to six further prisons, as detailed below:

- HMP Belmarsh
- HMP Latchmere House
- HMP Send
- HMP Standford Hill
- HMP Wormwood Scrubs
- HMP Swaleside

The Ideas Project has, in year two and three resulted in 41¹⁷ successful applications to the UnLtd award scheme. The project has also received 121 enquiries concerning their programme from prison staff.

The Ideas project has received publicity in the Prison Service News (PSN)¹⁸ and in the Royal Society of Arts' Prison Learning Network¹⁹ which has resulted in interest

¹⁷ Of these 6 were withdrawn post award due to prison staff changing roles, 3 of which enquired in year two and were active in years three and four and 3 of which enquired and were active in years three and four. Eleven enquires for successful projects were made in year two of service delivery which did not begin until year three/four of service delivery; therefore the 35 project descriptions listed for year three/four of service delivery includes the 11 enquired about in year two but not initiated till year three/four. Therefore there were 41 successful projects active in year three/four of service delivery.

and enquiries beyond the prisons in which they work. The Ideas Programme also received a positive mention in the Independent Monitoring Board's review of HMP Downview for 2008-2009.

The main body of this report has shown that individual award winners have been successfully exposed to different ways of working in their workplace and have seen benefits in their personal development, which is evidenced in the case study data. The positive impacts of engaging with the program have been shown to be as:

- increasing their awareness of and engagement with their work place
- becoming more familiar with their work environment as their project often took them to place in the prison they did not normally access
- enhancing their everyday experience of work
- supporting them in the desire to help and support others, both prisoners and fellow staff
- improving their time management skills
- providing them with their first experience of managing a budget
- has resulted in increasing their confidence in their work-based skills and capacities
- has opened up the potential of new career opportunities, both inside and outside the prisons service

7.4 Key Overall Ideas Project Achievements (2006-2009):

The Ideas Project has successfully met their objectives in terms of the increasing number of prisons in which the project was rolled out to:

In year one the Ideas Project operated in 2 prisons. In year two, this increased to 4 prisons. In years 3 and 4, the project was rolled out into 6 new prisons, bringing the total number of prisons the project operated in to 10.

Enquiries to the Ideas programme from prison staff have risen each year the project has been operating. In year 1, the number was 45, in year two this increased to 61 and in years 3 and 4, enquires reached 121.

The number of successful award winning projects has also increased over the period of the project: In year one, 7

In year 2: 11

In years 3 and 4: 41

¹⁸ PSN February/March 2009, pages 34-35;

www.hmprisonservice.gov.uk/prisoninformation/prisonservicemagazine/index.asp?id=9608,18,3,18,0,000

¹⁹ <http://prisonlearningnetwork.rsablogs.org.uk/tag/ideas-project/> <http://prisonlearningnetwork.rsablogs.org.uk/index.php?s=mentoring>

7.4.1 Partnership Working

The evaluation reports for years 1 and year 2, both highlighted the successful partnership that existed between MFD and UnLtd. During years 3 and 4, this partnership has remained positive. UnLtd are very keen to continue to support prison-based projects and were pleased with the inventive projects that had been generated through the Ideas Project

7.4.2 Broader Organisational Impact

Representatives from MFD commented that the Ideas Project was a piece of work that was different from their usual areas of work which is normally prisoner and media project focussed. It was reflected that this experience had had a positive impact on the organisation as a whole, not least because the organisation had also had the opportunity to work in a wide variety of different establishments. It was also reflected that felt that the Ideas Project had the broader effect of exposing the prison service to this way of working. Conversely, it was felt that UnLtd and it's trustees had been sensitised to the criminal justice system as a whole with the result that prison felt less 'other' to them.

7.5 Key Learning Points

Ultimately, both UnLtd and MFD reflected that their involvement with the Ideas Project had highlighted some key learning points:

- the Ideas Support Model does work
- prison governor buy in is important
- any future model should tighten up on capital buy-in from prison
- a contact 'inside' prison, someone who understands how prisons work was essential
- ideally Ideas staff would work at the UnLtd offices one day a week to ensure continuity of working practices
- ensuring prison projects are linking in with the wider UnLtd network so that way similar projects can talk to each other, was essential

APPENDIX 1:

Award Winning Projects

Year One

Project 1: Educating Employers

Project Description	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.
Prison	HMP Downview
UnLtd Award Value	£4,500.
Timescale of Project	April 2006- April 2007.

Project 2: Homework Club

Project Description	To improve family visits by setting up an evening homework club for children visiting their fathers in prison.
Prison	HMP Wandsworth
UnLtd Award Value	£3000.
Timescale of Project	April 2006- April 2007.

Project 3: Don't Walk Alone

Project Description	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
Prison	HMP Downview
UnLtd Award Value	£2000
Timescale of Project	June 2006 to June 2007

Project 4: Inside Film

Project Description	To plan and deliver a series of evening classes for prisoners on the practical and theoretical aspects of filmmaking.
Prison	HMP Wandsworth
UnLtd Award Value	£4,990
Timescale of Project	July 2006 to July 2007

Project 5: Awareness day training for new prison officers

Project Description	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.
Prison	HMP Wandsworth
UnLtd Award Value	£4000
Timescale of Project	September 2006 to September 2007

Project 6: Translation Workshop

Project Description	To support the translation of prison information into a range of languages.
Prison	HMP Wandsworth
UnLtd Award Value	£3500
Timescale of Project	No information

Project 7: WISE (Wandsworth Information Sharing in Education)

Project Description	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.
Prison	HMP Wandsworth
UnLtd Award Value	£3500
Timescale of Project	October 2006 to October 2007

Year Two Award Winning Projects

Project 1: Debating Club

Project Description	To set up a debating club to address a range of topic areas identified by prisoners.
Prison	HMP Wandsworth
UnLtd Award Value	£4700
Timescale of Project	February 2007 to February 2008

Project 2: The Happiness Book

Project Description	To provide creative writing workshops that lead to the publication of a happiness book.
Prison	HMP Wandsworth
UnLtd Award Value	£4700.
Timescale of Project	May 2007- May 2008.

Project 3: Share a Book

Project Description	To develop reading groups in prison. Participants will be encouraged to return the books so they can be rotated among other reading groups
Prison	HMP Wandsworth
UnLtd Award Value	£3900.
Timescale of Project	July 2007 to July 2008.

Project 4: Pottery Project

Project Description	Together to produce a stoneware pot which will be used to decorate outside space in the prison.
Prison	HMP Wandsworth
UnLtd Award Value	£3900.
Timescale of Project	June 2007 to June 2008.

Project 5: Wannu Art Project

Project Description	To support artists to produce work for sale on a website, with profits reinvested in the project.
Prison	HMP Wandsworth
UnLtd Award Value	£2970

Timescale of Project	September 2007 to September 2008
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Project 6: SACRED Exhibition

Project Description	To host the British Library exhibition "Sacred" during Diversity Week in the prison.
Prison	HMP Wandsworth
UnLtd Award Value	£2,200.
Timescale of Project	August 2007 to August 2008.

Project 7: Visits DVD

Project Description	To produce materials with information on visiting which can be given to prisoners during induction, to send to their relatives.
Prison	HMP Highdown
UnLtd Award Value	£3550.
Timescale of Project	October 2007 – October 2008

Project 8: Vision Visits

Project Description	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.
Prison	HMP Wandsworth
UnLtd Award Value	£3550.
Timescale of Project	October 2007 to October 2008.

Project 9: Cards and T shirts exhibition

Project Description	To produce cards and T-shirts designed by prisoners to be sold in the visitors centre.
Prison	HMP Brixton
UnLtd Award Value	£2950.
Timescale of the Project	November 2007- November 2008.

Project 10: Body and Soul: Holistic Services

Project Description	Staff, massage facility and chill out room, where prison staff can receive one day massage workshops.
Prison	HMP Downview
UnLtd Award Value	£1820.
Timescale of Project	November 2007-November 2008.

Project 11: Talks for young people

Project Description	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'.
Prison	HMP Highdown
UnLtd Award Value	£2300
Timescale of Project	December 2007 - December 2008

Year 3 and 4:

Project 1: Tranquil Fountain

Project Description	To work with a group of women prisoners to develop a fountain, garden and paved area in the prison grounds. The space is now used as a place of reflection for prisoners, visitors and prison staff.
Prison	HMP Downview
UnLtd Award Value	£4450
Timescale of Project	January 2008 – January 2009.

Project 2: Storybook DVDs

Project Description	To work with women prisoners to make a DVD recording of themselves reading a story. The DVDs were sent to their children or young relatives to help maintain contact and encourage family reading.
Prison	HMP Downview
UnLtd Award Value	£3240
Timescale of Project	January 2008 – January 2009.

Project 3: Foreign Nationals Induction CD

Project Description	To produce a multi-lingual audio recording containing an induction of the regime and facilities of HMP Brixton. The CD and accompanying booklet has been translated into 12 languages and is now being issued to new foreign national prisoners to ensure they are fully informed of the range of services available to inmates, including behaviour management programmes and education courses. There are also plans to play the CD on the prison radio station to maximise prisoner use.
Prison	HMP Brixton
UnLtd Award Value	£3800
Timescale of Project	February 2008 – February 2009.

Project 4: Partners in Learning

Project Description	To set up a Partners in Learning (PiL) workshop in the prison where IT learners create a bank of interactive resources which can be used to facilitate learning for others, particularly foreign nationals and those with low literacy levels. The resources have been burnt to CD so they can be uploaded onto PC by any prisoner.
Prison	HMP Highdown
UnLtd Award Value	£3000
Timescale of Project	February 2008 – February 2009.

Project 5: Faith Library

Project Description	To create a prisoner-run library, making the full range of multi-faith based resources available to all inmates. The men contributed to the development of a computer system and also had opportunities to gain a library qualification, accredited through Lambeth Libraries.
Prison	HMP Brixton
UnLtd Award Value	£1600
Timescale of Project	February 2008 – February 2009.

Project 6: Health Care Garden

Project Description	To work with a group of prisoners to transform a bland brick and concrete exercise yard into an area of horticultural beauty. The space now contains a variety of flower beds, grasses and ferns. Prisoners also have responsibility for maintaining a range of individual plots for growing flowers, herbs and vegetables.
Prison	HMP Highdown
UnLtd Award Value	£4000
Timescale of Project	June 2008 – June 2009.

Project 7: Personal Development Diaries

Project Description	To run a series of creative writing and artistic workshops with prisoners and create a diary of their work, including pictures, poems and inspiring phrases. The process enabled inmates to explore and communicate in a meaningful way. A collection of diaries were printed and are being used in the prison radio station.
Prison	HMP Highdown
UnLtd Award Value	£2500
Timescale of Project	June 2008 – June 2009.

Project 8: Healthcare Radio Spots

Project Description	To develop a series of short radio spots on matters relating to health and well-being in collaboration with a team of prisoners. The spots were broadcast on Brixton radio and sent out to other prisons with radio stations.
Prison	HMP Brixton
UnLtd Award Value	£3000
Timescale of Project	June 2008 – June 2009

Project 9: My Life Now

Project Description	To deliver prisoner workshops in printmaking, fine art and creative writing and support prisoners in producing a collection of line drawings, woodcuts and creative text on the theme of incarceration. The work was exhibited at various viewpoints around the prison.
Prison	HMP Wandsworth
UnLtd Award Value	£4250
Timescale of Project	June 2008 – June 2009.

Project 10: Lighthouse Mentors

Project Description	To set up and develop a network of competent adults that have the means and support to mentor those nearing the end of their sentence and upon release into the community. Several mentors are now fully trained and have been successfully matched with prisoners.
Prison	HMP Highdown
UnLtd Award Value	£3200
Timescale of Project	July 2008 – July 2009.

Project 11: Prison Band

Project Description	To run weekly instrumental music workshops with prisoners, including guitar, drums and keyboard. Over 15 women attend the sessions and are working towards a performance of a range of popular rock pieces.
Prison	HMP Downview
UnLtd Award Value	£3000
Timescale of Project	July 2008 – July 2009.

Project 12: Healthcare Mosaic

Project Description	To set up a short course in mosaics with prisoners in the healthcare unit who are excluded from educational opportunities on the main wing. The course will culminate in the creation of 2 large mosaics which will be used to decorate the healthcare exercise yard.
Prison	HMP Highdown
UnLtd Award Value	£760
Timescale of Project	July 2008 – July 2009.

Project 13: Dotcom@RollsCorrect

Project Description	To promote IT skills and internet usage by setting up an internet café in the staff mess. The café now has 50-60 regular users and monthly IT training sessions are held on topics such as using a PC, effective emailing, using the intranet.
Prison	HMP Wandsworth
UnLtd Award Value	£3145
Timescale of Project	September 2008 – September 2009.

Project 14: Introduction to Scrubs

Project Description	To create a booklet outlining the role and history of HMP Wormwood Scrubs, using artefacts, photographs and staff interviews. The booklet will be an information guide for staff and official visitors.
Prison	HMP Wormwood Scrubs
UnLtd Award Value	£1,500
Timescale of Project	January 2009 – January 2010

Project 15: Walking for Life

Project Description	To reduce work stress by setting up a fitness and wellbeing club for staff, promoting active walking and relaxation activities such as massage and chiropody.
Prison	HMP Wormwood Scrubs
UnLtd Award Value	£2425
Timescale of Project	February 2009 – February 2010

Project 16: Radio Play

Project Description	To bring together prisoners on the vulnerable persons unit and main wing to co-write and produce a radio play set in Wandsworth Prison. Prisoners will develop communication skills, writing & editing skills and gain a good understanding of successful team working.
Prison	HMP Wandsworth
UnLtd Award Value	£3900
Timescale of Project	March 2009 – March 2010

Project 17: Time 4 Me

Project Description	To help staff manage their physical and mental wellbeing by providing a calming space and the opportunity to learn relaxation techniques, via guided meditation sessions. Due to high staff demand, a bank of staff are now being trained in delivering guided meditations so that sessions can be run 3 times/week at the Governor's request. Funding streams are currently being identified to roll out the project to other establishments such as schools and hospitals.
Prison	HMP Brixton
UnLtd Award Value	£1815
Timescale of Project	March 2009 – March 2010

Project 18: Staff Relaxation Room

Project Description	To promote staff health and wellbeing by creating a relaxing and comfortable space to use as a refuge from everyday work stresses. As well as taking 'time-out', staff will also be able to attend healthy living workshops where they will learn about healthy eating and ways to relax.
Prison	HMP Wormwood Scrubs
UnLtd Award Value	£2500
Timescale of Project	March 2009 – March 2010

Project 19: Photography Project

Project Description	To raise awareness of recidivism by holding an exhibition, using portrait photography and written narratives which tell the story of the offending behaviour of 50 prisoners.
Prison	HMP Wandsworth
UnLtd Award Value	£3000
Timescale of Project	April 2009 – April 2010

Project 20: Josephine Butler Unit Gardens Project

Project Description	To work with female offenders aged 16-17 years to build and maintain an allotment and recycling area in the prison grounds. The young women will develop independent living skills as well as gain a knowledge and understanding of their impact on the environment.
Prison	HMP Downview
UnLtd Award Value	£2800
Timescale of Project	April 2009 – April 2010

Project 21: Kids at Play

Project Description	To introduce a variety of high quality activities at prison mother and children/baby days, helping women develop good parenting skills e.g. making healthy food together, painting a giant mural and playing interactive games.
Prison	HMP Downview
UnLtd Award Value	£1100
Timescale of Project	May 2009 – May 2010

Project 22: Seeds of Forgiveness

Project Description	To hold creative writing workshops with women prisoners on the theme of forgiveness and reconciliation and produce a booklet of their work.
Prison	HMP Downview
UnLtd Award Value	£1250
Timescale of Project	May 2009 – May 2010

Project 23: Chapter by Chapter

Project Description	Women prisoners will work with their children to create a story, taking turns to write a chapter and send it back and forth between home and prison. The process will help maintain the relationship between mother and child during their time in prison, as well as promote reading and writing skills.
Prison	HMP Send
UnLtd Award Value	£2200
Timescale of Project	May 2009 – May 2010

Project 24: Community Bike Project

Project Description	To install bike hubs around the prison, encouraging staff to use cycling as a mode of transport. Not only will this enable staff to respond to incidents quickly on site but it will also help improve fitness and reduce pollution.
Prison	HMP Swaleside
UnLtd Award Value	£1800
Timescale of Project	May 2009 – May 2010

Project 25: Destination Latchmere

Project Description	To create a film which raises awareness of the benefits, challenges and realities of moving to an open prison such as Latchmere House. The film will explore issues such as going out to work, earning a wage and having more contact with family and friends. The film will be sent to male prisoners who are nearing the end of their sentence to prepare them for the transition to an open prison.
Prison	HMP Latchmere House
UnLtd Award Value	£5000
Timescale of Project	June 2009 – June 2010

Project 26: Toy Project

Project Description	To train and support prisoners to make wooden toys e.g. aeroplanes, boats and pull-alongs which can be given to their own children or used in prison family days.
Prison	HMP Belmarsh
UnLtd Award Value	£1000
Timescale of Project	June 2009 – June 2010

Project 27: Cre8tive Icing

Project Description	To set up and deliver short courses for prisoners in patisserie and cake decorating. The student's cakes will be showcased at an exhibition for staff and fellow inmates. Local patisseries and pastry shops will be approached to try and secure voluntary work placements for those men interested in pursuing a career in patisserie.
Prison	HMP Latchmere House
UnLtd Award Value	£1461
Timescale of Project	July 2009 – July 2010

Project 28: Hear it Straight

Project Description	For prison staff and serving prisoners to talk at schools and youth clubs, giving young people an insight into life inside prison and sensitising them to the way that crime brings devastation to victims, families and communities.
Prison	HMP Latchmere House
UnLtd Award Value	£2500
Timescale of Project	July 2009 – July 2010

Project 29: Ethnic Food Beds

Project Description	To raise awareness of cultural diversity by growing vegetables such as corn, peppers and yams in the prison garden and using them to produce a variety of multicultural dishes. Prisoners will be able to get involved at every stage, from planting and growing to food preparation and cookery.
Prison	HMP Latchmere House
UnLtd Award Value	£2250
Timescale of Project	July 2009 – July 2010

Project 30: Decency DVD

Project Description	To work with prisoners to produce short films on topics such as suicide prevention, racism and diversity. The films will be screened on the in-cell TV loop and shown to new prisoners at induction.
Prison	HMP Swaleside
UnLtd Award Value	£4730
Timescale of Project	July 2009 – July 2010

Project 31: The Counselling Learning Zone

Project Description	To use role play and a range of interactive learning activities to enrich the learning experience of prisoners on the counselling skills course.
Prison	HMP Belmarsh
UnLtd Award Value	£651
Timescale of Project	July 2009 – July 2010

Project 32: Reflecting Diversity in the Community

Project Description	To run short workshops in photography and art with a group of prisoners and use their work to create an exhibition which reflects the area's cultural diversity. The exhibition will transform the prison spinelink (principle thoroughfare) into an eyecatching gallery, inspiring the 1000+ staff and prisoners who use it everyday.
Prison	HMP Wormwood Scrubs
UnLtd Award Value	£3000
Timescale of Project	July 2009 – July 2010

Project 33: Working with Challenging Prisoners Course

Project Description	To develop and deliver a “working with challenging prisoners” course for prison officers, nurses and psychologists. The course will ensure that staff are skilled to manage this complex group of prisoners confidently and efficiently.
Prison	HMP Wormwood Scrubs
UnLtd Award Value	£2500
Timescale of Project	July 2009 – July 2010

Project 34: Images Inside

Project Description	To create a bank of pictures to facilitate communication with prisoners with learning disabilities or low literacy levels. The project will ensure that information is made fully accessible to the full prison population.
Prison	HMP Wormwood Scrubs
UnLtd Award Value	£2000
Timescale of Project	July 2009 – July 2010

Project 35: Cooking Skills

Project Description	To transform an old shower block into a kitchen area and use the space to run independent living skills courses with prisoners e.g. making hot drinks, food preparation and cookery.
Prison	HMP Brixton
UnLtd Award Value	£1250
Timescale of Project	July 2009 – July 2010