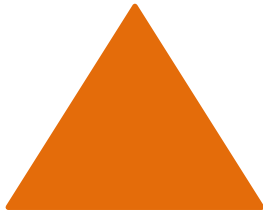


Organisation Name Spark Inside 2016-11-R024	
Grant Details: Total Grant: £80,000 Amount funded to date: £80,000 Amount remaining: £0 Start date: May 2017 End date: April 2020 Date of Report: 29 April 2020	
Grant Summary Spark Inside was established in 2012 and is piloting a radically new initiative to create lifelong change with young offenders by offering them professional life coaching. To date 350 individuals have been through the “Hero’s Journey” programme and early indications show a reoffending rate of just 10%. With such staggering results Spark Inside recognises the potential for scaling-up the programme not only with commissioners in the UK but also through an international social franchise option, both of which would generate an income for the organisation. Our grant will contribute to Spark Inside’s core costs so it can concentrate on building its evidence base to fulfil its sustainability ambitions.	

1. What is the first expected key achievement?			
Participants attend The Hero’s Journey Programme and Systems Coaching Programme.			
Measures for this achievement		Target date	Progress towards these measures
1a.	Deliver 88 (revised target) courses of The Hero’s Journey. Year 3 target: 40 runs	Updates at the end of the financial years 2018/19/20.	In year 1 and 2, we delivered 48 runs of the Hero’s Journey. In the last year (April 2019 to March 2020), we have facilitated 30 runs of the Hero’s Journey programmes. This brings the total 78 runs over the last 3 years, which we believe is impressive considering that the prison environment continues to be chaotic, leading to different delivery challenges, e.g. prisoners being transferred without notice.
1b.	Coach 500 young people through The Hero’s Journey (revised target). Year 1: 250 Year 2: 300 Year 3: 300	Updates at the end of the financial years 2018/19/20.	In years 1 and 2, we coached 298 young people through the Hero’s Journey. In year 3, we engaged 260 participants in prisons across London and the South-East. From this, 137 participants went on to take part in the Hero’s Journey. After attending these workshops, 109 young people (the highest take-up rate we have ever had) went onto take up one-to-one life coaching sessions. This is an impressive 69.43% of those taking part in the Hero’s Journey workshops, which really highlights the value young people place in the Hero’s Journey and our coaches. Following this, 440 one-to-one life coaching

			<p>sessions took place, both in prison and through the gates into the community, to support young people with resettlement; engagement in education, employment and training opportunities; and to contribute to a reduction in reoffending.</p> <p>This brings the 3-year amount to 435 young people, short of our revised 3-year target of 500 young people. This is partly because we have spent time in the last year revising our evaluation processes and developing and delivering new programmes. For example, in February 2020 we began to pilot a tailored version of the Hero's Journey life-coaching programme, which has been adapted to address the specific experiences of young black men in prison, who are over-represented in the prison system (The Lammy Review, 2017). This programme was co-designed with young black men with lived experience of prison to ensure it is specific to their needs and issues. Prior to the COVID-19 crisis we were trialling this with 18 young black men in HMPYOI Isis in London. This was going well: after workshop one, one young man said he shared his experience with five people on his wing, and before we began workshop two we had young men walking in asking how they could enrol on the programme. We had planned to deliver this programme to a further 24 young black men in HMP Wormwood Scrubs over the next few months, but due to the current coronavirus situation, these plans are now on hold until we are able to re-start our activities. At the end of this customised programme we will review the programme's outcomes and learning to determine what worked well and what can be improved upon, with the ultimate aim to take it beyond a pilot.</p> <p>The COVID-19 crisis also led to us suspending the delivery of our coaching workshops and one-to-one sessions in prisons in mid-March, which has also had some impact on beneficiary numbers.</p> <p>However, in positive news, the Hero's Journey has now been approved as an accredited programme by Her Majesty's Prison and Probation Service (HMPPS) through the Youth Custody Assurance Board (YCAB). This accreditation will enable Spark Inside to deliver the Hero's Journey in all Youth Offender Institutions (YOIs) across London and the South East, which will facilitate our efforts to scale up our work.</p>
1c.	Deliver 17 courses of Systems Coaching (revised target)	Updates at the end of the financial years 2018/19/20.	<p>In years 1 and 2 we delivered 8 runs of The Conversation. However, in the last year we haven't delivered any runs. This is because initial evaluations and feedback (from our in-prison advisory boards) on The Conversation, which coaches prison staff and people in prison together to improve culture on prison wings, outlined the need for the programme to be modified (for example, it was suggested that work needed to be done to collect the information prior to the main workshop, as it would mean the sharing of prisoners' views remain confidential). These modifications have now been made and in December 2019 we secured £67,000 funding through the Big Give Christmas Challenge to pilot the new model in 2020 (this will now depend on the progress of the Coronavirus crisis).</p>

1d.	Coach 686 participants through Systems Coaching (revised target).	Updates at the end of the financial years 2018/19/20.	In years 1 and 2, 326 participants took part in The Conversation. We have not met the year 3 target of 360 people, as we have not undertaken any runs of The Conversation in the last year.
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2. What is the second expected key achievement?			
Participants experience positive outcomes as a result of attending the programme.			
Measures for this achievement		Target date	Progress towards these measures
2a.	The Hero's Journey - Young people are less likely to reoffend. Their reoffending rates are below the national average (revised target).	Results expected at some point in 2020	We have now amassed a large enough sample of 81 young people (who were engaged with Spark Inside between 2015 and March 2018, as you need 2 years between the date of release and securing reoffending data) to obtain Ministry of Justice's Justice Data Labs (JDL) reoffending data. Based on previous correspondence with JDL, we had hoped to receive a result in the summer of 2020, however, the COVID-19 outbreak has led to the redeployment of Ministry of Justice staff. After receiving no response to any email sent to JDL in the last few weeks (in response to submitting our data), we had assumed that JDL is not continuing to operate at the same level during this crisis and that, as a result, the submission of data, it's processing and the results will now face delay. This has now been confirmed – an email received yesterday stated there would now be around a 12-18 month wait before JDL even begin working on analysis. This is incredibly disappointing but is completely outside of Spark Inside's control. Even when we do receive the results, there is also a chance that any results won't be statistically significant, due to the sample size (constrained by JDL criteria) and the rigorous data treatment processes, including propensity score matching, that the JDL itself carries out on the sample. Ahead of this, we have been undertaking some research into what a 'good' result might look like. Formal analysis of Justice Data Lab results finds the median effect size is 2 percentage points with very few interventions demonstrating changes of more than 10% in reoffending rate (The Justice Data Lab Synthesis and Review of Findings, Middlesex University, 2016). This lower than 10% change is seen in JDL results published in the last year. E.g. from a review of Clinks' data, 15% of the supported group reoffended in the year following release from prison, significantly fewer than the comparison group (at 22%). Also, P3 Link Worker Services (who work with clients to help them build skills and support networks) found that 49% of the treatment group reoffended in the year following release from prison, significantly fewer than the comparison group (54%). There were also lots of insignificant results seen, mostly related to sample size. In the meantime, whilst waiting for the results of our submitted sample, we will continue to build our sample size, in order to overcome any sample size issues as soon as we can (we suspect that by the time we received our initial results from JDL in 12-18 months we will already be ready to submit a new dataset).

2b.	The Hero's Journey – 75% of young people display improved self-management, decision-making and problem-solving skills.	April 2020	Whilst waiting for reoffending data, we have undertaken analysis on the impact of our workshops between 2016 and 2019, which found statistically significant improvements in decision-making (seeing an 8% increase), empathy, resilience (a 4% increase on the Brief Resilience Scale), future outlook and wellbeing (The average score on the SWEMWBS increased by 1.5 points after the programme). We believe this is impressive, given this change is being seen just as a result of the 6 hours of Hero's Journey workshops. We are now collecting data from young people who go on to one-to-one life coaching, which we will analyse going forward. However, we expect that these improvements would be both sustained and potentially further improved through engaging in coaching.
2c.	Systems Coaching – Prisoners' positive behaviour increases by 50%.	Interim results expected end of 2020/early 2021	The external evaluation undertaken of The Conversation, along with feedback from young people in prison, has resulted in the modification of the programme. We will evaluate this modified programme once we have been able to run it (which depends on the COVID-19 crisis), likely end of 2020 or early 2021. Until then, we won't know the impact of The Conversation on prisoners' behaviour.

3. What is the third expected key achievement?			
Spark Inside achieves greater financial sustainability			
Measures for this achievement		Target date	Progress towards these measures
3a.	Earned income increases to 30%	April 2018	Earned income increased to 23% of total operating income in the 17/18 year. Although lower than hoped, it was a major increase on the 2016-17 level (a 96% increase).
3b.	Earned income increases to 35%	April 2019	In 2018/19, earned income had increased to 35% of Spark Inside's total income.
3c.	Earned income increases to 40%	April 2020	In 2019/20 earned income had decreased to just 5% of income. This is significantly below where we hoped to be. This is because of the delays relating to direct prison funding for rehabilitation interventions. This was supposed to be commissioned via a new framework in 2019 but it has been very slow to get off the ground, and as a result, commissioned funding remains low. Furthermore, while the coronavirus crisis continues, we are unlikely to secure new contracts. We are now looking at how to grow our contracting income in the long-term, as part of our strategic planning process in the coming months. We will be looking to revise our targets for earned income to around 30% of total income by 2023. To mitigate these funding challenges in the medium-term, we are investing in other forms of fundraising e.g. crowdfunding and philanthropy/major donors. Whilst still in its initial stages, this work has led to increased funding for Spark Inside (our first Big Give raised £43,543 in 2018; this increased to £66,887 in the 2019 Big Give). However, we can't rely on these income streams during the coronavirus crisis, as many donors will have put their giving on hold or switched to funding organisations focused on the current crisis, or those trying to find a vaccine. Once we are through this crisis, we will again start nurturing relationships with donors to increase this giving in the longer-term. Therefore, in the short-term, we still need to rely on grant funding, whilst we adapt to the current and post-coronavirus funding environment.

4. Optional – please detail progress towards the additional expected achievements you told us about.		
Additional achievements		Progress towards these
4a.	Hero's Journey participants: increased empathy and emotional intelligence	The analysis on the impact of our workshops between 2016 and 2019, found that the Hero's Journey had a positive and statistically significant impact on participants' ability to show empathy and exercise emotional intelligence. Participants' empathy and emotional intelligence increased by 5%. For each year of TSIC's independent evaluation, interviewed participants mentioned clear improvements in the way they treat their family and friends – with more patience and sensitivity, or because they are calmer. In 2019, most participants said that they were better at avoiding confrontation with staff or other prisoners, either by being more relaxed and/or adopting strategies to calm down.
4b.	Hero's Journey participants: improved self-efficacy and adequate self-concept	The analysis of data collected between 2016-2019 shows that the Hero's Journey positively impacted participants' resilience and confidence. The average score on the Brief Resilience Scale increased by after the programme, demonstrating a statistically significant rise of 4%. All interviewees in the 2019 evaluation responded that they were feeling more confident after the programme, particularly in relation to making and expressing their decisions. In general, participants who completed the life coaching programme had more positive attitudes towards the future; improved self-image; and a greater sense of personal autonomy.
4c.	Hero's Journey participants: increased belief that change is possible / become more future-orientated	The analysis on the impact of our workshops between 2016 and 2019 found that participants are more optimistic about the future following taking part in the Hero's Journey programme. T-testing confirmed that the 5% change in participants' future outlook was statistically significant (with 95% confidence). The qualitative data confirmed that participants felt positive about their future, with all of them saying that they were optimistic.
4d.	Hero's Journey participants: increase in prosocial and trusting relationships	In the interim evaluation, participants reported gaining more prosocial and trusting relationships after participating in The Hero's Journey. Improvements in relationships was also found in the analysis of data collected between 2016-2019.
4.e	Hero's Journey participants: better engagement with education, employment and training	Unfortunately, it is not possible to collect this data and report against these criteria. Central NOMIS and Ministry of Justice do not record these outcomes following release.
4.f	Hero's Journey participants: reduction in violent behaviours	Spark Inside had negotiated to receive data from the Prison National Offender Management Information System (NOMIS) team. We believed this data would enable us to compare statistics on violent incidences, linked to adjudication, six months pre- and post-the Hero's Journey intervention. However, once we received this it the data was not very usable, as it was incomplete, so we couldn't run full statistical tests on it. However, the tests that we could run showed no difference in adjudications between those who participated in the Hero's Journey and those that didn't.
4.g	Systems Coaching participants: communication increases and improves	In the last year we have modified The Conversation, based on the evaluation and feedback from young people in prison. We will be evaluating the pilot of this modified version later this year, or early in 2021, depending on the coronavirus situation. We will then be able to assess the impact of the modified The Conversation on participants' communication.

4.h and i	Systems Coaching participants: develop empathy and create positive perceptions; and improved and strengthened relationships between participants	As above, data to support this area of research will not be available until the next evaluation of The Conversation, likely to be in late 2020 or early 2021, depending on the coronavirus crisis (which will impact the timescales of the modified The Conversation pilot).
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5. If you specified in your Expected Key Achievements document that there would be additional income generated as a result of the grant please include the final income figures (including all income sources e.g. trading, contract grants etc.)

	Start date of year	Total additional income		
		Expected at start of grant	Reforecast	Received to date
Year 1	04/2017	£313,000	£595,530	£595,530
Year 2	04/2018	£584,000	£694,386	£635,103
Year 3	04/2019	£656,000	£971,914	£927,335 total income (£45,454 from contracts).

6. Did any aspect of the grant delivery not progress as expected and were any subsequent changes made?

We have had to revise down the targets set in the original application, given the issues facing prisons, and the consequences of this for charities working in prisons, in terms of access to participants and commissioning opportunities. However, we were unable to meet the revised targets due to issues such as needing to re-design The Conversation (which halted delivery) and the COVID-19 crisis.

7. Has the grant achieved the expected results overall or did anything need to change?

We have learnt a great deal over the last 3 years, and the funding from the Triangle Trust has enabled us to strengthen Spark Inside and improve our programme design, which has improved the impact of our frontline services. We have also been able to develop new programmes (such as the Hero's Journey for black and dual heritage young men in prison) which is enabling us to reach more young people. We are at the point of renewing our strategic plan, which will consider how we can set more realistic targets for our work, but also how we might overcome some of the issues of working in prisons (perhaps by working with others to access young people who have been in prison on their release into the community).

8. What are the future plans for the development funded by this grant? (include details of any further funds secured to continue the work)

Our plans for the coming year, all dependent on the progress of the coronavirus crisis, are to:

- Reach more participants in prison through our coaching programmes, including through our new Hero's Journey coaching programme for young black and dual heritage men in prison.
- Trial the Social Licensing approach with the organisation in Lincolnshire, reaching 24 young people in Lincoln prison, to test out our assumptions and approach.
- Continue to establish in-prison advisory boards, so that prisoners can provide ongoing input into the development/delivery of our programmes.
- Start to create an Ambassadors group of previous beneficiaries, who would be trained and supported to raise awareness of Spark Inside's work, engage with stakeholders and advocate for change.

Whilst the COVID-19 crisis continues, we will continue to monitor developments and remain hopeful that we can re-start our coaching programmes again in the near future. Whilst our programmes are on 'pause' we are using this time to reflect, evaluate, contingency plan, develop and ready ourselves for the post-coronavirus world. Part of this will be innovating to develop new ways of reaching young men with our coaching approach (e.g. exploring the feasibility of remote coaching). We have already set up the capability for our coaches to email the people we coach in prison.

We will be fundraising for the above work in the coming months (focusing on grants and philanthropy), and we have already secured 47% of our fixed costs for 2020/21.

In terms of continuing Spark Inside's organisational development (so we can continue to be a strong, motivated and sustainable organisation), we will be renewing our strategic plan in the coming year, covering 2021-25. This will be guided by findings from our in-prison advisory board in the last year (e.g. many attendees were very interested in becoming coaches themselves, and coaching other young men in a 'peer to peer' coaching model, which we intend to investigate) and any learning from further engagement with these advisory boards once we can re-enter prisons. We expect the new strategic plan will cover: increasing our reach and impact through new partnerships (e.g. social licensing work) enabling us to move beyond London and the South East; taking the Hero's Journey into the community; rolling out the Hero's Journey Black Perspective to more prisons; developing an ambassador programme; investigating peer-to-peer coaching; determining how to resource this strategic plan, including developing a fundraising plan and identifying what staff training/skills development is required; and how to strengthen evaluation/demonstrate impact. There will also be a focus in the new strategy around influencing and advocacy work, collaborating across the sector to change the policy environment around prisons. For example, during the last few weeks we have collaborated with four other specialist criminal justice charities – Switchback, StandOut, A Band of Brothers and the Zahid Mubarak Trust – to call for immediate action by the government to assist those leaving prison and who face particularly acute challenges, as well as joining Inquest, Women in Prison, and hundreds of other charities, individuals, and community groups to campaign for the government to drastically reduce the prison population during the COVID-19 outbreak; we would like to build on this work going forward.

9. Is there anything you have not included elsewhere in the report that you feel we should know? E.g. you might have some wider reflections about the impact of the grant overall both within your organisation and beyond.

We have gathered qualitative evidence in the last year which demonstrates the positive impact of the Hero's Journey on individuals, as can be seen in the following case study (name has been changed):

Billy, 22 – now living in the community: Billy was a keen athlete, studying at university during a night out with friends when someone got stabbed. Billy wasn't holding the knife, but he was convicted as part of the group and received his first custodial sentence.

During his time in prison, Billy took part in Spark Inside's Hero's Journey coaching programme including group workshops and one-to-one sessions with a coach: *"I would say the process is eye opening. I've learned that if something goes wrong it doesn't automatically mean that you fail. You've never fully failed it's just a step back. Before I wouldn't get to that point. I now know how to handle a setback."*

Billy completed his sentence and is now living in his community and continuing to receive coaching from the same coach: *"I feel like he tried to help me figure out what my actual life goals are. He's made*

it in a way that he is not telling me what to do but he's guiding me. So slowly I am figuring out for myself what I want. We discussed everything; he is trying to help me find what my goals are."

Billy is now looking for a job and he is also keen to explore whether he can return to university to finish his degree: *"I think before I've done this, I was too young minded. I didn't know what I wanted; I had an idea but it wasn't good enough. Slowly, slowly I'm getting there. As a coach, my coach knows how to get you out of your shell. See what your good at and see how you can use it to your advantage."*

We thought the Triangle might also be interested in some of the feedback received from young people:

"After the [Hero's Journey] sessions I just went back to my cell to reflect. I changed myself in the prison. I kept my head down, got a job and started helping other prisoners. It changed me as it let me to think twice to find a better solution to resolve a situation. It's something to wake up to, something to guide you and give you steps."

"Before I didn't listen...Now I listen and play it out in my head. I've learned how to use the Hero's Journey pattern. It helps confirm what is the right thing to do. When I've got a situation, I will check the pattern and see if I am going backwards or forwards. My thinking pattern has changed. Everything was rushed and messy before."

"My coach made me think about what I want to do with my life. It taught me how we bounce back from a knock back."

"I've learned that if something goes wrong it doesn't automatically mean that you fail. You've never fully failed it's just a step back. Before I wouldn't get to that point. I now know how to handle a setback."

Finally, we would like to thank the Triangle Trust once again for your support of Spark Inside. With your support, and that of other funders, over the last three years a total of 435 young men have participated in the Hero's Journey coaching programme. A further 326 prisoners and prison officers have engaged in The Conversation, improving in prison relationships, and reducing violence. Therefore, in total, with the support of the Triangle Trust, we have worked with 761 people in prison over the last 3 years.