

Organisation Name	Reference code	
Spark Inside	2023-05-YO31	
Organisation Address		
Office 386, 1st Floor, Salisbury House, 29 Finsbury Circus London Greater London EC2M 5QQ United Kingdom		
Website Address		
sparkinside.org		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
Yes	1148420	2012
Community Interest Company	Registered Companies House Number	Date Registered
No	7984016	2012
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	
Grant Summary		
Coaching and training of HMPPS prison gym staff so they can better engage with young people in their care - in order to unlock those young people's potential		
Please describe the needs that this project will address		
<p>Many young people in custody have experienced challenging and chaotic early lives. The Prisons Inspectorate describes them as 'the most vulnerable and troubled, with complex needs' (HMIP, 2015). It is estimated that 24%-50% of those in youth custody have been in care (The Innovation Unit, 2022); some 40% of under-18s in custody have experienced neglect/abuse (PRT, 2010); and many have mental health issues (PRT, 2022).</p> <p>Prior to the Covid-19 outbreak, prisons were already facing unprecedented challenges. The situation has worsened considerably since then, with 'draconian' prison conditions. Months after restrictions lifted for the general population, the Criminal Justice Joint Inspection (2022) highlights that the justice system is 'a long way from recovery and in some parts continues to operate at unacceptable levels, [with] prisoners still spending 22.5 hours a day in their cell'. There continues to be limited access to rehabilitation programmes (HMIP, 2021). Our beneficiaries tell us the toll this has taken: "We've been doing double bang up. For two years I sat in a cell for twenty-three hours a day. It was, you by yourself. That would send anyone crazy, especially someone that hears voices and has severe mental health like myself - that's why half the time you end up getting in trouble".</p> <p>Even before the pandemic, prisons and YOIs weren't places of rehabilitation, with stubbornly high reoffending rates (PRT, 2022). It has been concluded that the Prison Service has failed to deal effectively with young prisoners, missing opportunities to help them rehabilitate (Chief Inspector of Prisons, 2021).</p>		

We understand these needs from our experience coaching over 1000 young people in prisons, YOIs and STCs for over 10 years as our primary purpose. We have In Prison Advisory Boards of serving young prisoners (paid roles) who engage young people on the wing in peer research, and our Champions group of young people in the community with experience of prison. Both groups advise us on our programmes, their current needs and help shape the design, delivery and evaluation of our work.

Furthermore, those who work in prisons - 22,000 prison staff - are demotivated and under supported, creating harmful environments that exacerbate prisoners' already complex needs and increase self-harm, deaths and assaults (MoJ, 2020). Prison officers also struggle with anxiety and depression - and the risk of mental ill-health has been elevated by overwork and poor working conditions during the pandemic (Kothari et al, 2020). A recent confidential survey of prison officers found high levels of anxiety and burn out (Memon and Hardwick, Royal Holloway University, 2021).

We understand these needs from our experience of coaching over 80 prison staff directly, and our strong relationships with prison staff across the establishments we work in.

While prison staff face enormous pressures on their own wellbeing, they are uniquely placed to unlock the potential of young people in prison. Specifically, physical instructors (gym staff) are a key group that can impact positively on the needs experienced by young people in prison.

"There is no denying that physical activity, the gym, and members of gym staff remain central, even critical, to every prison, and more influential than might be assumed when first considering the organisation and formation of a prison environment." - Prof Rosie Meek, Independent Review of Sport in Prisons

"I love getting to see a side of people that maybe they don't show in other parts of the prison - the reality is that colleagues in different parts of the prison unfortunately don't always have the time to be able to build relationships with all the boys. My experience of life coaching is that it builds people's ability to change, and helps them make better choices, in a way that just forcing the 'right' answer down someone's throat doesn't." - Spark Inside coachee and gym Instructor at Cookham Wood YOI.

What are the key outcomes that you will be seeking to achieve for young offenders?

Our life coaching and training programme aims to give gym-based prison staff the reflective space and tools to improve their own wellbeing and that of prisoners in their care, to support better interactions with prisoners using a coaching approach, helping young people with their mindset and wellbeing, and ultimately contributing to rehabilitation.

A New Philanthropy Capital report (December 2021), directly praised Spark Inside's coaching of prison officers, stating that engaging prison officers is a 'leverage point' to build prison staff's support of charity approaches - and as such, has the potential to directly impact on prisoner rehabilitation. We are excited to test and explore this further.

As with our life coaching programmes with young prisoners, the coach will not set the objectives and focus of the initial one-to-one life coaching sessions. Instead, prison gym staff will decide the focus, and could cover issues with work and home life, improving relationships at work and mental health issues. Since the coaching adapts to participants' needs, a wide range of outcomes are possible. However, we expect that - similar to the outcomes of life coaching achieved with prisoners to date - outcomes for the 80 prison staff we will work with will include: Increased overall wellbeing; A more positive future

outlook; Improved decision-making and problem-solving skills; Increased empathy and emotional intelligence; and Improved ability to bring about change in their work: all of which will improve how prison officers manage the stresses of work and the support they provide to prisoners.

However, the final two coaching sessions will focus on learning and 'testing' the new coaching skills acquired in the workshops, with time to reflect and improve. Coaches will introduce the specific goal of improving interactions with young people (through better listening, engagement and questions) to better support rehabilitation.

Given this is truly innovative pilot (we do not know of this work anywhere else in the prisons estate) we are asking the Triangle Trust to support us with funding for an evaluation. This will help us consider and embed a means to assess and track the impact from coaching prison staff based in the gym, to the positive outcomes for young people. We understand further development of this is needed - and we will build on our existing strong evidence base of coaching young people - to develop the evidence base for coaching prison staff and how that can support rehabilitation and ultimately a reduction in reoffending.

What are the key activities you will undertake with this funding?

We will offer individual life coaching, and training in life coaching skills, for six HMPPS prison gym staff across two prisons, HMPYOI Isis and HMP Brixton. Coaching will be delivered by our professional coaches, who are all fully qualified, trained and experienced.

Our life coaching and training programme aims to give gym-based prison staff the reflective space and tools to improve their own wellbeing and that of prisoners in their care, to support better interactions with prisoners with a coaching approach, contributing to rehabilitation.

This package will comprise of 8 one-to-one life coaching sessions for each prison gym staff member. After six of the coaching sessions are delivered, we will introduce two workshop training sessions on coaching skills. Training sessions will be delivered by fully qualified professional coaches and include: reviewing your current conversation style and how to move to a coaching style; creating quality connections quickly including building psychological safety; listening to empower; questions that can transform thinking and building coaching into everyday practice in a prison environment. Final two coaching sessions will allow gym staff to bring their learning back and enhance performance.

We are best placed to undertake this work because we have built strong relationships with prisons/prison staff, many of whom are wary of engaging with charity services. We are also fully embedded in both HMPYOI Isis and HMP Brixton, working with young people and staff across both establishments and have excellent relationships across both.

Gym staff are a key group to utilize in prisons to achieve the aims of Triangle Trust and to meet the needs and support the strengths of young people. Gym staff have the amounts of time and access that external sports agencies coming into prisons simply cannot have.

Who will be responsible for overseeing and delivering this work?

Luke Carey, Head of Service Delivery (5%)

Oversight of project. Engagement with Prison Governor/SMT; Recruitment of gym staff, orientation of staff to the project, coach matching, project management.

Tom Currie, Head of Impact and Evaluation (5%)

Oversight of development of coach training workshop content, oversight of evaluation, reflection/learning and reporting.

Spark Inside professional coaches

Delivery of one-to-one coaching for gym staff, delivery of coaching training skills workshops, contribution to evaluation via completion of life coaching wheel, reflective sessions and interviews. We anticipate three professional coaches participating in this project, coaching two staff each and one coach leading the coaching skills workshop delivery.

We only hire coaches who have qualifications recognised by an accredited organisation, such as the International Coaching Federation, the European Mentoring and Coaching Council, or the Association for Coaching, and who have logged a minimum of 100 hours of coaching.

Combined, our fantastic team has more than 10,000 hours of practice.

Our coaches balance their coaching for us with a portfolio of blue-chip, global companies - on any given day you might find a Spark Inside coach working with top executives at Rolls Royce in the morning, then coaching the young men in HMP Isis in the afternoon.

Our coaches attend regular professional supervision meetings with our Coach Supervisors, training sessions and events, and continuously reflect on their practice and development. As our coaches deliver in a prison environment, we require all coaches to be fully vetted, key trained, have enhanced DBS certificates that are less than a year old, to maintain knowledge and understanding of security, safeguarding health and safety and risk management practice and procedures, and to take part in any additional training required by the prison or by Spark Inside.

Will you be working within the prison estate?	Yes
--	-----

How will you engage with YO? (Through HMPs or YOIs or in the community)

HMPYOI Isis and HMP Brixton: We already coach staff across HMPYOI Isis and HMP Brixton, including several Custodial Managers and some Governor grades. We have strong support from the No1 Governor to continue this work. Our frontline staff have existing positive relationships with gym staff.

Would you describe yourself as a Sport 4 Development organisation?	No
---	----

Please tell us about your Sport 4 Development projects or approach

We do not use this approach directly as Spark Inside. Our project seeks to enhance the ability/purposefulness of existing HMPPS gym staff (who have unrivalled access and engagement with young prisoners) to better harness their interactions with young people

How will your organisation continue to sustain this project after the grant ends?

We are embedded in both HMPYOI Isis & HMP Brixton with commitment to work there with young people for the next 2 years. Therefore, we can further track progress, and keep in contact with staff/young people who participated in the programme.

Our ambition is to use this pilot to leverage HMPPS and other grant funds to coach more prison staff and to provide more prison staff with coaching skills training. We hope this pilot will help us develop a robust programme that can be rolled out across the prison estate. If successful, we would continue to target gym staff as identified as a key influential group in prisons due to their existing relationships with young people and high levels of engagement.

Our Board and SMT have committed to make coaching prison staff part of our core offer, as we are convinced of the benefits to people in prison, and to building more rehabilitative cultures. This work will contribute to an evidence base for how prison staff of different roles and grades can support better rehabilitative outcomes for young people in prison - with a key focus on sport as development via gym staff based inside prison.

This project builds on our work to date since 2020. See case study of former coachee, James, who we coached in 2020 and who is a gym instructor.

"I've been a Prison Officer working with young offenders for eleven years. These days, I'm a Physical Instructor, which means I'm working with the boys in the gym. I love getting to see a side of people that maybe they don't show in other parts of the prison - the reality is that colleagues in different parts of the prison unfortunately don't always have the time to be able to build relationships with all the boys. But there's something really rewarding about working collaboratively with the boys in the gym, heading toward fitness goals that are tailored to the individual.

I didn't quite know what to expect from life coaching, it wasn't something I knew much about before taking up the offer from Spark Inside. I had six sessions with Mark from Spark Inside, and I've definitely learnt things that I can take into working with the boys. One learning that really stuck with me was that I can sometimes be a bit too eager coaching people in the gym to make sure they have the 'right' answer, and I'm maybe a bit too keen to jump in, when I could be helping someone else to come to their own conclusions. You do that by asking good questions, listening, slowing things down and reflecting things back to the person you're working with. You lay down the first few stones on a path, and then help someone else to lay the rest of the stones themselves.

My experience of life coaching is that it builds people's ability to change, and helps them make better choices, in a way that just forcing the 'right' answer down someone's throat doesn't. It also teaches you how to lead through behaving in a particular way, rather than just telling people what to do."

What expertise and track record do you have to be able to deliver this work successfully?

Since we were established in 2012, we have transformed the lives of over 1,000 young people in eleven prisons, youth offender institutions (YOIs) and secure training centres. In addition to reducing reoffending, our coaching work has been proven to decrease violent adjudications in prison decrease and to achieve other outcomes that contribute to desistance (Chui, The Social Investment Company, 2019):

- Increased well-being.
- Improved future outlook and planning.
- Better decision making and problem-solving.
- Greater levels of empathy and emotional intelligence.
- More resilience and confidence.

We have also built strong relationships with prisons/prison staff. We have a successful track record of having coached over 80 prison staff, nine of whom are governor grade. 100% of prison staff would recommend life coaching based on their experience with Spark Inside.

Spark Inside has an experienced leadership team. Our CEO, Vicki Cardwell, has worked in criminal justice leadership roles for over a decade. Luke Carey, Head of Service Delivery, has been managing services in the criminal justice sector for the past ten years, most recently with Pact. We have the frontline expertise we need: Rishika Bhudia and Elijah Williams, our Service Delivery Managers, have first-hand experience of working in

<p>prisons. Spark Inside also has 18 professional Life Coaches, who all have significant life coaching experience (an average of 500 hours). Spark Inside also has experienced trustees, e.g. our Chair, Erica Handling, previously a lawyer and now an executive coach, is also a trustee of Working Chance and the St Giles Trust; and Simon Drysdale worked in prisons for 20 years, most recently as governor of a YOI.</p>	
<p>Explain how the grant will be spent</p>	
<p>Coaching and training provision costs (e.g. covering the coaches time and any materials) £7,800 Staff costs (e.g. for management and support to the programme) £11,250 Evaluation costs of the pilot £5,000 Contribution to core costs £2,400 Total £26,450</p>	
<p>Will you be receiving funding from any other sources for this project?</p>	
<p>Do all staff have enhanced Disclosure and Barring Service (DBS) checks? If no please state why.</p>	
<p>No</p>	
<p>Reason why not all staff have DBS checks.</p>	
<p>All staff who interact with children or with vulnerable adults are subject to a DBS check, as well as key roles (CEO and Head of Finance) as advised as good practice by Charity Commission.</p>	
<p>Total funding requested in this application (£10,000 to £80,000 with a maximum of £40,000 in one year)</p>	
<p>£26450</p>	
<p>Proposed grant start date</p>	<p>Proposed grant duration in months</p>
<p>01/01/2024</p>	<p>12</p>
<p>How much funding is required each year?</p>	
<p>Year 1</p>	<p>Year 2</p>
<p>£26450</p>	<p>£0</p>
<p>What was your organisation's expenditure in the most recent financial year?</p>	<p>What was your organisation's annual income in the most recent financial year?</p>
<p>£886273</p>	<p>£936988</p>
<p>What value of unrestricted reserves did your organisation have at the end of the most recent financial year?</p>	
<p>£457454</p>	