

REDUCING
REOFFENDING
AMONG
SHORT
SENTENCED
MALE
OFFENDERS
FROM
PETERBOROUGH
PRISON.

THE ONE* SERVICE HAS BEEN PROACTIVE IN SEEKING TO DEVELOP NEW WAYS OF ENGAGING AND WORKING WITH OFFENDERS. IT DELIVERS INTERVENTIONS TO A SIGNIFICANT GROUP OF OFFENDERS MANY OF WHOM HAD PREVIOUSLY SLIPPED THROUGH THE NET. OPERATING THROUGH THE PRISON INTO THE COMMUNITY, THE ONE* SERVICE SHOWS REAL POTENTIAL TO HELP ADDRESS THE REVOLVING DOOR ISSUE FOR OFFENDERS SERVING UNDER 12 MONTH SENTENCES IN PETERBOROUGH.

Mike Dyson Assistant Chief Officer,
Cambridgeshire and Peterborough Probation Trust

November 2011



FOREWORD

The launch of the first Social Impact Bond (SIB) in Peterborough in September 2010 generated an overwhelming public response. The six year Peterborough project has now come to the end of its first year. The most pressing question – have we reduced reoffending sufficiently to generate a return to our investors – will only be answered in Year 4. We are measured against a very clear metric. The number of reconviction events of our cohort compared to a similar group of short sentenced male prisoners across the UK drawn from the Police National Computer. Against this objective measure, investors will either gain a return or lose their investment.

What can we report after one year? We have over 500 individuals on our watch in the community. While engagement in the One* Service is purely voluntary, the proportion we are working with pre and post release is encouragingly high. There is clear evidence of an unmet need from a group who typically receive little or no support on release.

Needs vary considerably across the population we are working with. Some, fortunately a small minority, suffer from very deep seated often inter-generational issues which will take considerable time to work through. A larger group, but nevertheless still a minority, are in a cycle of crime where the support we provide offers a framework for finding an alternative way of life. For the rest, it is too early to say.

We have learned that the flow of money influences the level and efficiency of delivery. The simple power of the Social Impact Bond model is that our funding is flexible and can be directed on a case by case basis to meet the needs of the service users on the ground. Unlike so many existing programmes, we are not funded to provide a particular service irrespective of the need. There is significant value to be created,

often at very little cost, by connecting service users more effectively to existing services on the ground, whether it be housing or help with substance abuse. We have benefited from the support all stakeholders on the ground have shown for the One* Service and we are very grateful to them. Together with our key partners, we have gained significant experience in the challenges of working with this population.

Maintaining social integrity is essential to the Social Impact Bond Model. We benefit enormously from the guidance and oversight of our Advisory Group, headed by David Robinson of Community Links, who have provided wise counsel in each of the decisions we have had to make around priorities and spend.

The enthusiasm for this project from criminal justice experts and practitioners harbours well for its success. Peterborough Prison has aligned some of its services for male prisoners with our programme and has moved to adopt some of our interventions for its female prisoners. The value of a programme which is funded for over six years is tangible both for our service delivery partners and other stakeholders. It enables them to plan and build around it. We are hopeful that not only will this project succeed but that it will encourage others to be bolder in their approach to reducing reoffending in their communities.

David Hutchison
CEO, Social Finance

1 The Peterborough Social Impact Bond

Just over a year ago, Social Finance launched the first Social Impact Bond. Its aim was to reduce reoffending by short sentenced prisoners released from Peterborough prison. The novelty of the Social Impact Bond structure – which aligns investor interest with social returns – captured people’s imagination across the UK and further afield. Interest in bringing private sector capital to fund a new way of working for social welfare delivery has not abated.

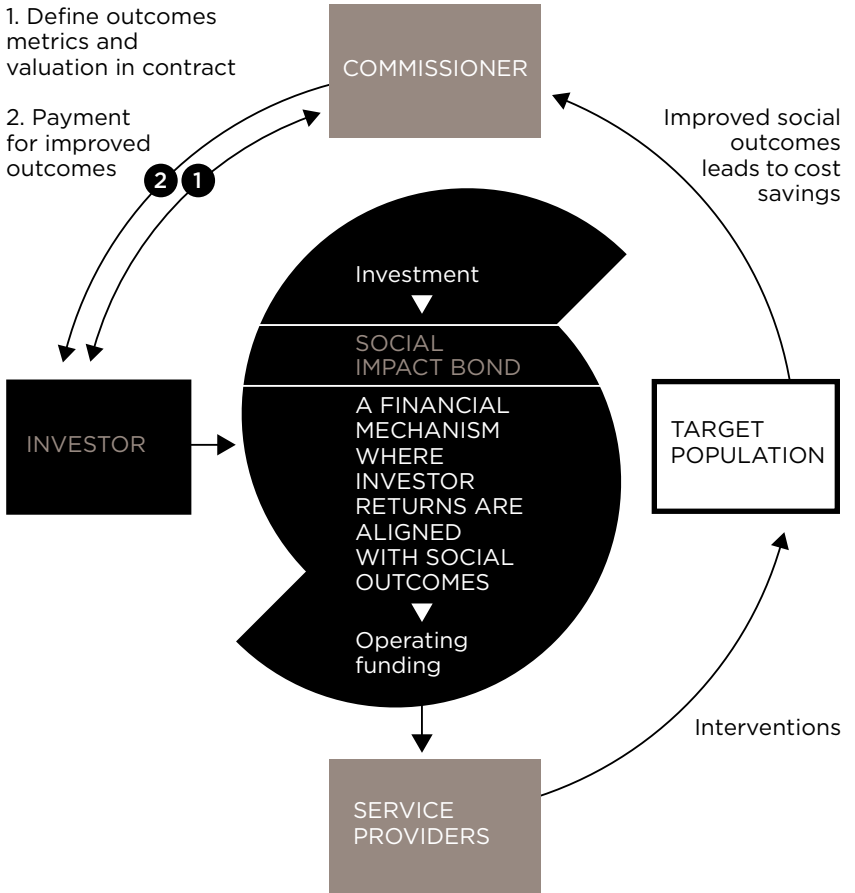
The concept of the Social Impact Bond was borne out of the frustration felt by the social sector in the UK. In late 2007, we delved into the difficulties and challenges that the voluntary and community sector faced when searching for funding for preventative or long-term social action.

There were a number of flaws in the established system of financing the social sector:

- Many third sector organisations spent more time securing grants than on their social impact
- Organisations were encouraged to claim that they alone could deliver a whole range of social programmes in order to receive government contracts
- The government found it difficult to spend money on prevention if there was little chance of reducing the spend on acute services to free up capital
- Organisations were being paid to deliver “outputs” from the government and were not being rewarded for achieving “outcomes”
- Social sector organisations were rarely in a position to join forces with other organisations to provide a tailored service that answered the needs of their clients most effectively

In parallel, we found that some private investors were keen to make a more positive impact with their capital but could not find financial products that enabled them to do so. There were a number of Trusts and Foundations who wanted to test out new models of social delivery but were reluctant to fund services they believed should be financed by the State.

The Social Impact Bond Model



Despite these frustrations, there was a genuine desire to design a new and transformative intervention. With the encouragement of the Prime Minister's Council on Social Action, we began working on a product that would marry the needs and aspirations of the commissioners, the social sector and private investors.

We knew that we needed to identify social outcomes that could be clearly understood, measured and valued. We wanted to fund preventative services through the future savings the Government would accrue from not having to pay for acute services. The payment structure (i.e. value rather than cost based) was crucial to ensuring that the Social Impact Bond encouraged the development of more cost effective outcome delivery models and ensured that service providers work with the entire target population rather than focusing on quick wins. Risk needed to be transferred from the commissioner and to the investor.

Social Finance began looking at areas of social need where little or no money was spent on preventative programmes. Criminal Justice was an obvious choice. Experts across the country highlighted the paradox of short sentenced prisoners (those who are imprisoned for less than twelve months). Reoffending rates amongst this group are high; around 60% are convicted of at least one offence in the year after release. Each short sentenced prisoner who reoffended after release in 2007 was convicted, on average, of five further offences within the year.¹

But no-one has statutory responsibility for this group of offenders once they leave prison. They leave prison with typically £46 in their pocket, often with nowhere to live, no job to go to and no family waiting for them. An extremely high proportion of them leave prison only to return a few weeks/ months later.

We wanted to understand why the re-offending rate of short sentenced prisoners was so high and what hampered good organisations in their work. We identified a number of challenges:

- There was no funding available to work at scale with short sentenced prisoners because they are not a statutory group. Programmes tended to be piecemeal and inconsistently funded
- Government contracts specified certain services without considering the individual nature of the client or the complex needs of the client group

¹ Managing offenders on short custodial sentences, National Audit Office, March 2010

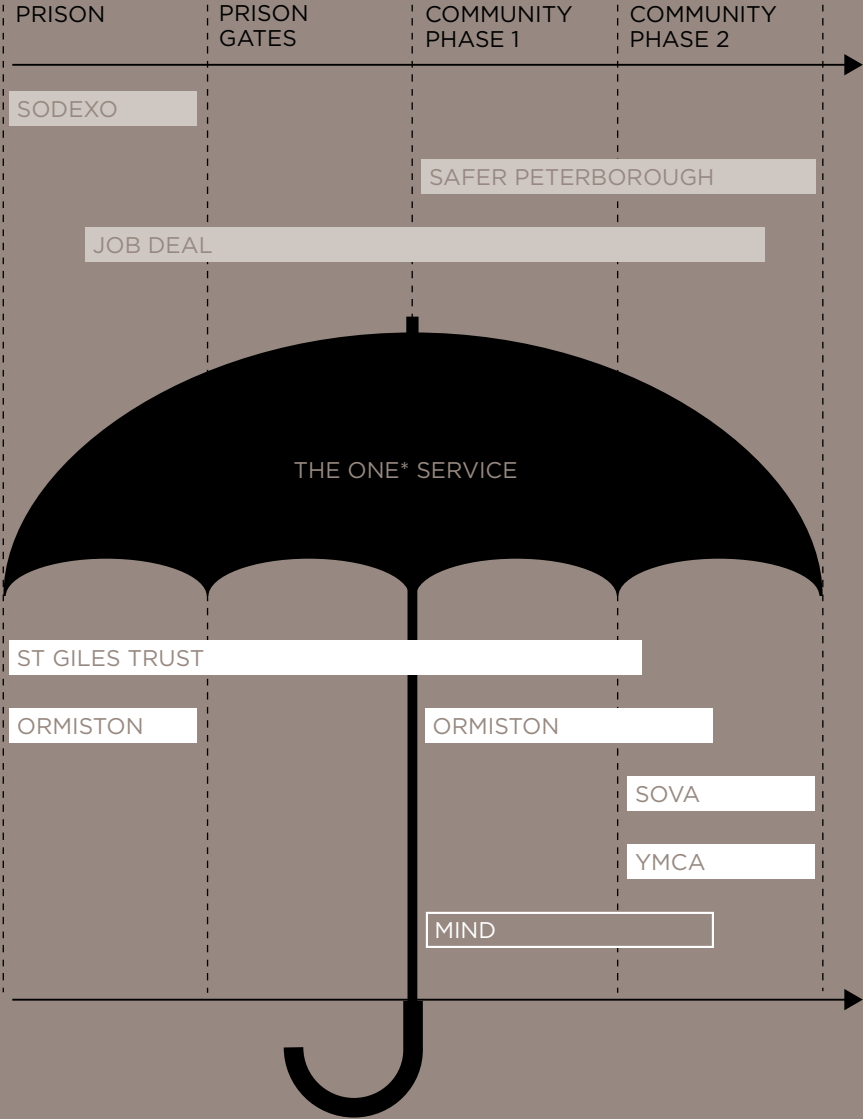
- Outputs based contracts encouraged a focus on quick wins for individuals and not on sustainable rehabilitation
- Contracts did not provide organisations incentives to work with the offenders who cause the volume of crime. Working with a prolific offender is expensive and there is a low probability of success
- Short term contracts did not allow any time to learn and evolve
- Short sentenced offenders were rarely inside prison long enough to benefit from the resettlement programmes on offer, including drug recovery treatments, training and skills courses

Social Finance canvassed offenders, prison staff, local stakeholders, voluntary organisations working in the field and criminal justice experts to hear what they thought might help stop the revolving door of short sentenced reoffending. We began talks with the Ministry of Justice to understand what might make a difference if we could find an alternative source of funding to deliver support to this target group. And we engaged Trusts and Foundations, some of whom were already committed to the Criminal Justice sector, to test whether they were prepared to support an untested but potentially transformational proposition.

After 18 months of intense discussions, we signed a contract with the Ministry of Justice to launch the first Social Impact Bond. We agreed that we would be accountable for the reoffending behaviour of 3000 short sentenced male prisoners leaving Peterborough prison over a six year period. The investors would receive a return if the number of reconviction events among Peterborough prison leavers, triggered by offences committed within a 12 month period following release, falls by 7.5% or more. If the Social Impact Bond delivers a drop in reoffending beyond 7.5%, investors will receive an increasing return effectively capped at a maximum of 13% per year over an eight year period.

On the back of this contract, we raised £5 million from 17 investors, primarily from the UK and two from the US, to fund the product. The Big Lottery Fund agreed to fund the outcomes payments with the Ministry of Justice.

We began building a set of interventions, named the One* Service, to deliver a tailored, individual service to three cohorts of 1000 unique short sentenced male prisoners from Peterborough Prison.



We wanted a programme that would provide a range of services to address a range of needs. The programme would have to adapt to the client group and assess in real time what was working and what wasn't. To achieve this, the funding, the governance and the management of the operational delivery had to ensure the right level of flexibility. The operational side would be able to allocate its spending once it had actively assessed the client group. The governance would play a critical role to ensure that the intervention improved the life chances of all of our clients while maximising the potential for financial returns. It would need to manage any conflicts of interest between these two objectives.

We realised that the programme should not duplicate existing provisions. We wanted to ensure proper co-operation between the local voluntary and statutory providers with the Social Impact Bond service. Community confidence in the programme would be key to its success. Similarly, the voluntary participation of the prisoners would hinge on the reputation the service had amongst clients in the prison and in the community. We established a highly experienced external Advisory Group, led by David Robinson, to oversee our work.

The One* Service contracted four organisations, St. Giles Trust, Ormiston Children and Families Trust, YMCA and SOVA, to deliver its core activities. St. Giles Trust and Ormiston Children and Families Trust focus on the immediate needs of an offender and his family before and after he is released from prison. These needs include accommodation, medical services, family support, employment and training, benefits and financial advice. Many clients reported that they either struggled to maintain relationships or felt that their existing social networks were detrimental to their progress. Many lacked positive role models or someone who could provide a reference for a job or introduce them to a new circle of friends. We anticipate it will take on average four months to meet the short-term needs of an ex-prisoner. After that, SOVA and YMCA assign a volunteer to support him over the subsequent months and continue the work on longer-term objectives.

A key part of the value the One* Service delivers is derived from the data it collects. We developed a case managed system to allow all the partners to input information so that the One* Service can offer the best course of action for the client involved. Data collection between external partners and a prison is unusual.

Work with the offender begins in HMP Peterborough (run by Sodexo Justice Services) before he is released. A series of meetings and workshops are on offer to inform of the opportunities for support post-release. This is done hand in hand with the Peterborough prison resettlement team.

Engagement with the local Peterborough community has been instrumental in securing a wide range of additional services for the clients, including training and local support groups. Cooperation with the Safer Peterborough Partnership has led to a more joined-up approach to ex-offenders in the area.

The Social Impact Bond funding structure has brought flexibility and innovation to the project. Flexibility in terms of finance and therefore service provision; innovation in terms of the solutions and partnerships we are able to build because we are judged by outcomes and not outputs.

The success of this Social Impact Bond will be measured by a reduction of reconviction events by all of the short sentence prisoners from Peterborough prison – whether or not they engage with the service. Each cohort (which takes on average two years to be released from prison) will be compared by an independent assessor to a similar group of prisoners across the UK from the Police National Computer. The first results will not be available until Year 4.

We are not being measured by a binary measure (whether the offenders reoffend) but rather by a frequency measure (the combined number of reconviction events). This encourages the providers from the One* Service to work with all the clients, including those who are the most prolific reoffenders.

Reducing reoffending is an arduous and challenging task. We have taken responsibility for a group that has been overlooked too often in the past. Many of the offenders have entrenched problems that will take years to address. Anecdotally, we believe that the One* Service is already having an impact. Clients report better control over the lives and lower incidences of reoffending. Local police have conveyed similar findings. But until Year 4, we won't be able to be sure that our performance will qualify for a payment.



When BIG was approached by Social Finance to be a part of the HMP Peterborough Social Impact Bond pilot we immediately saw the advantages of using Lottery funding to get a pioneering approach to social change off the ground and to enable the model to be thoroughly tested. Our mission as an organisation is to bring real improvements to communities and the lives of people most in need. So we were keen to support Social Finance and the organisations working on the One* Service at Peterborough to see if the SIB model could demonstrate a marked and measurable reduction in reoffending rates that would, in future, attract new and additional flows of external finance. It is still early days but the initial evidence is encouraging.

Since the Peterborough pilot was launched, interest in new social investment opportunities has grown enormously from commissioners, investors and policy makers. At BIG we are not only keen to remain at the forefront of emerging approaches to social investment but also to support the sector to grow and learn. So this is a project of significance not only to those directly affected by the work of the One* Service but a project with genuinely national implications it is essential we can all capture and build upon.

Peter Wanless, CEO Big Lottery Fund

Timeline 2010 -2011 **July - September** **October - December**



- ▶ St Giles Trust carried out a scoping exercise prior to service launch to establish their operating model with the prison and local providers.
- ▶ Mapped existing service provision in prison and community and agreed the One* Service processes with Sodexo Justice Services and providers.
- ▶ Agreed branding with Traffic Marketing & Communications Ltd and produced first phase marketing material.
- ▶ Briefed local stakeholders on the service to gain their support.
- ▶ University of Westminster students produce free promotional film for prisoners.
- ▶ SIB launch event hosted by Sodexo Justice Services at HMP Peterborough.
- ▶ Commissioned a case management database through MegaNexus Ltd.
- ▶ Rented office from YMCA Cambs & Peterborough to provide a community hub.
- ▶ MegaNexus test system launched.
- ▶ Commissioned Ormiston Children and Families Trust to deliver a family support intervention.
- ▶ Community access stickers launched with local businesses to provide clients with a service entry point in the community.
- ▶ St Giles Trust completed first NVQ3 course with prisoners to train them to be peer advisors.

January - March	April - June	July - August
<ul style="list-style-type: none">▶ MegaNexus system goes live.▶ Target group of re-offenders identified.▶ Commenced 'out of hours' telephone service to enable clients to connect (or re-connect) in emergency.▶ Enhanced prison marketing material including 'in-cell TV.'▶ Commenced joint Drug Services and One client's purposeful activity intervention (Creative arts workshop) with the SaferPeterborough Partnership.▶ Tendered for the community volunteering support intervention.	<ul style="list-style-type: none">▶ HM prison inspection praised work done by the One* Service.▶ Commissioned SOVA and YMCA to deliver the volunteering service.▶ Agreed improved information sharing processes with NHS colleagues to increase appropriate access to healthcare.▶ Allocated personalised budgets for high need, prolific offenders.▶ Made contact with New Link Asylum and Migration Service and Peterborough City Council's Community Cohesion team for additional support with foreign nationals in the cohort.	<ul style="list-style-type: none">▶ Developed process for prison gym staff to refer to the One* Service fitness intervention.▶ The One* Service selected to feature on NHS display boards in new City hospital.▶ Client and staff surveys carried out in HMP Peterborough and the community to understand what is working and what can be improved.▶ Spot purchase agreements arranged with WorldWide Volunteering and Peterborough & Fenland MIND.▶ Annual review meetings held with St Giles Trust and Sodexo. Improvement action plans agreed.▶ Agreed revised operating model with Ormiston Children & Families Trust.

A ONE*
SERVICE
VOLUNTEER
AND CLIENT
AT THE
PETERBOROUGH
OFFICE

People don't
give up on
you so easily

The One service is here to
help you through the time
in prison and help you get on
track following release.





“Our first year with the One* Service has been a positive and valuable experience for St Giles Trust and the clients helped by the service. We were newcomers in Peterborough and have learned a great deal, especially around the importance of gaining local knowledge to gain a proper insight into the kind of challenges and issues facing our clients. All the different organisations involved in this partnership have put in an immense amount of work to ensure it got off to such a good start.

Rob Owen, CEO, St Giles Trust



I have been involved in discussions with the Social Impact Bond initiative since its early conceptual days. I have seen the idea develop into a tangible product that is helping to make a real difference to offenders’ lives and to the safety of our community in general.

The project is well managed, innovative and on a day to day basis links in with other complementary schemes aimed at reducing reoffending such as the Drugs Intervention Programme and our Integrated Offender Management initiatives.

I fully support the Social Impact Bond as an idea; it is truly making a difference.

DCI Gary Goose, Safer Peterborough Partnership

2 Interim Snapshot

The One* Service is measured on all short sentenced male prisoners released from HMP Peterborough regardless of whether or not they engage with the project. Some need minimal support whereas others are very challenging clients who are often banned from local services. Many are homeless and do not access public services such as health care or state benefits. We have achieved success with some of the most complex clients. Progress has been made in finding housing, accessing healthcare and maximising income.

From 9 September 2010 to 9 September 2011:

537 prisoners have been released on the cohort.

473 underwent a successful assessment (88%)

The average age is **33** (oldest 73, youngest 21).

The average sentence length is **seven** weeks.

The One* Service worked with 77 prisoners pre-release that subsequently became ineligible because they were transferred to another prison or were given a sentence of over 12 months.

The figures below have been collected from clients who have engaged with the project and who were willing for us to record their data about needs and circumstances. This data will not necessarily mirror statistical studies carried out on short sentenced prisoners.

- **52%** are discharged to Peterborough
- **13%** are discharged to Cambridge
- **11%** are discharged to Fenland
- **8%** are discharged to Huntingdon
- **16%** are discharged to other areas
- **63%** of the total cohort has been met at the gate on release

Clients state that the moment of release is a critical time. Some prisoners who refused this service later found that their own plans fell through. Consequently St Giles Trust now delivers a proactive “Meet at the Gates” service for every client, regardless of whether it was requested. Feedback from clients shows this is a very popular and important service.

- **94%** of those assessed had an accommodation need
- **23%** were sleeping rough on reception to prison
- **99%** of those who requested help were found accommodation for the night of release

Peterborough prison and St Giles Trust work together to ensure that clients can access appropriate housing. There is a need for better access to appropriate privately rented accommodation.

- **82%** have an Education, Training and Employment (ETE) need
- **5** clients are involved in community volunteering
- **23%** of clients with an ETE need have engaged with Job Deal

Clients fall into three categories regarding employment: a) those who want to work and have the right skills b) those who want to work to work and don't have the skills or those who aren't yet ready for work due to addiction or ill health and c) those who don't want to work. There are a small number of clients in the first category and we work closely with local Job Deal providers to source employment opportunities. We are working with the prison and local education providers to identify and address training gaps. Some clients lack social skills or have issues which need to be addressed before they can engage in training. The final group is being supported through commissioning motivational workshops in prison and in the community.

- **68%** have an substance misuse (addiction) problem
- Of those with a substance addiction:
70% were addicted to drugs and **45%** to alcohol

There appears to be a gap in local accommodation for those with alcohol issues and we are working with the prison to identify an appropriate solution. Whilst it is important to address substance misuse it is often

unrealistic to expect abstinence until the underlying reasons for the misuse are addressed. This can make it difficult for clients to access mainstream services which require clients to be clean and sober.

- **50%** have a health need
- Of those with a health need:
48% have a physical health need; **59%** have a mental health need

We have found that a number of clients were accessing A&E instead of registering with a GP or dentist. There have been cases that need us to advocate on their behalf to access mental health assessments and we have identified specialist support.

- **66%** have an Attitudes, Thinking and Behaviour (ATB) need (e.g. anger management, communications difficulties)
- Of those with an ATB need:
27% have engaged in an ATB activity

Many ATB issues can be addressed on a 1-1 basis. Caseworkers, mentors and community volunteers can offer basic advice and guidance as well as emotional support. We have commissioned MIND to deliver individual sessions with targeted prisoners. They are also able to provide group interventions if required.

- **7%** have a legal need
- Of those with a legal need:
42% received support to deal with outstanding legal issues

Clients require ID to be able to access benefits, open a bank account or find employment. We have recently started ID workshops within the prison.

- **82%** have a Finance, Banking and Debt (FBD) need
- **53%** do not have a bank account
- **16%** have problem debt

Bank accounts can now be set up before release. Workshops are offered to prisoners who need this intervention. Most FBD needs are related to benefit entitlement.



Working with the One* Service to assist offenders previously without support on release has reduced risks associated with community reintegration for this 'high churn' group in addition to informing the development of our local and Sodexo Justice Services reducing re-offending strategy. This initiative has required collaborative working in a manner that has not always been comfortable for the prison because our shared agenda for change encourages new ideas and challenges the status quo to improve offender outcomes.

We now offer consistent through the gate support that enables prisoners to more effectively bridge the gap from custody to the community. We are better informed on 'what works' and are translating this to broader resettlement strategy for all prisoners leaving Peterborough (including the recent introduction of a through the gate service for women offenders in partnership with Peterborough Women's Centre).

The One* Service initiative has secured prisoner and staff support and helped us focus on individual risks alongside issues that affect the whole prisoner cohort. This is the most responsive resettlement service I have seen in my 25 years as a prison manager and I am confident we are making a difference in helping to reduce the risk of re-offending on release.

Nick Leader, Director,
HMP Peterborough (operated by Sodexo Justice Services)

3 A Personal View

I have worked on several resettlement projects but have never experienced one quite like this. The Social Impact Bond funding model creates a very different dynamic, one which allows equality of relationships, efficient and effective commissioning and innovative practice.

We have not reinvented the wheel and many of the component parts of the One* Service are already delivered elsewhere. What feels new is the way the service is delivered. I have previously managed projects that have big budgets and stretched targets but the funding structure failed to consider the client as an individual or someone who has multiple needs. One size didn't fit all, and however big the budget allocated to achieve an isolated outcome, we still met obstacles. Employment advisers wished they had a housing budget and housing staff would complain that their clients first needed a job.

Another barrier was the short term nature of the funding streams. We have all seen exciting projects arrive in an area, take a year to bed in, only to disappear within eighteen months when the funding dries up. Few are evaluated. And those that are, often take too long and are only heralded as a success long after their inspirational leaders have left for pastures new. The Social Impact Bond provides funding for 3000 short sentenced prisoners over six years. This allows the project time to become part of the local landscape and be recognised by clients and providers. In these uncertain economic times this has created a catalyst from which mutually beneficial partnerships can be formed, working together to reduce reoffending in our community.

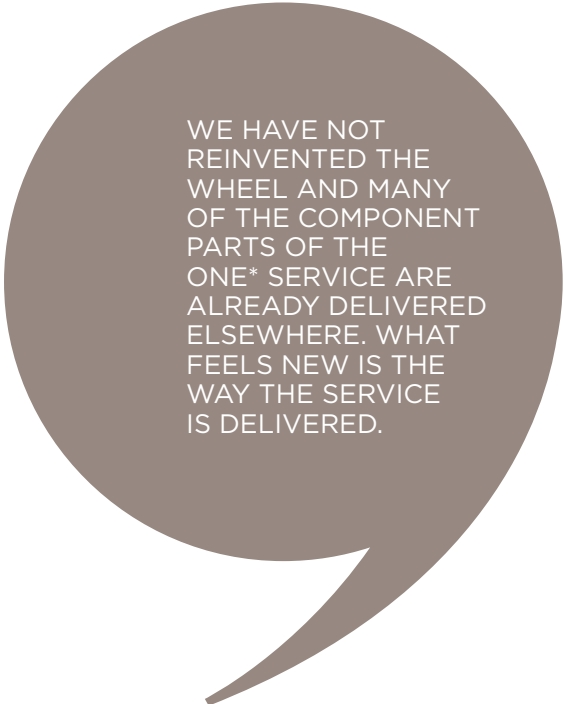
The One* Service does not have its own set of tick boxes, complicated programmes or progress markers. Clients progress in their own way at their own pace and are supported by a range of providers. It doesn't matter who has the greatest impact along his journey, just that he succeeds. I am often asked by existing providers if we are competing for clients – if somehow we will steal their tick boxes from them. This is absurd and is an indicator of how far we have strayed from the path of shared responsibility. Does it matter who found accommodation or is it more important that it is suitable for the client's needs. Does it matter

that a paid professional taught him how to cook or a neighbour. The SIB structure provides freedom from silo thinking and freedom from meaningless outputs.

This is one of those most exciting projects I've ever been involved in. I'm very proud of the range of services we are delivering. Our sense on the ground is that we are making a difference. People say to us "If it wasn't for you, we'd be back inside again."

Janette Powell

Director of the One* Service (Social Finance)



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The One* Service has been working in conjunction with the Integrated Offender Management Scheme in Peterborough. It has been fantastic to have this additional resource which supports those offenders who would otherwise have limited interventions available to them. The joint working between the One* Service and IOM has ensured that we provide a consistent service to these individuals, targeting and supporting as appropriate. The reductions in crime across the city demonstrate the impact that this joined up, multi-agency approach can - and does - make.

Karen Kibblewhite, Safer Peterborough Manager, Cutting Crime and Strategic Lead for Integrated Offender Management



CASE STUDIES



Bryan

Bryan has been homeless for over 10 years. He is 56 and is an alcoholic. He may never deal with the issues that led to his first drink at 13 and in the meantime he will continue to consume alcohol. He has a court order which prevents him drinking in public. If he opens a can of beer this means he can be arrested. This happens often, because he is a homeless alcoholic. He's not a quiet drunk. On a good day he sings loudly and will become overfamiliar with passers-by, on a bad day he will be insulting. He has many convictions and regards time in prison as a brief respite from his chaotic life of begging, drinking and being assaulted. He is not on benefits and is not registered with a doctor so frequents the city hospital when he has self-harmed too severely or his heart problems surface.

A target to get Bryan a house will achieve the required tick on some projects, as will arresting him to keeping the streets free from begging. Neither though will maintain the peace in the longer term and this crisis response is costly. Working together under the One* Service umbrella, the prison, police, local council, substance misuse services, housing agencies, doctors' surgery, pharmacist, job centre, counsellors, charities and volunteers can achieve a sustainable, long term outcome which enables Bryan to make choices about how he lives in the future.

During his time working with the One* Service agencies he has spent record amounts of time out of prison, in accommodation, engaging with a hobby and volunteering as an office cleaner. He now receives benefits and does not need to beg or drink on the streets. We are working with him to consider the social aspects of his previous lifestyle so relationships can be managed in ways that do not cause a nuisance to others. He is hoping to find more settled housing where he can manage his drinking and live more healthily. He suffers from depression and self-harms and will continue to receive support with his mental health. Bryan's journey has just begun and is by no means an easy one for him or the agencies involved but this cohesive response to support this individual intuitively feels more productive than his previous cycle of crime and punishment.



"[...] You can tell when someone is engaging well with the One* Service as they drop off the police radar. When we check to see if Bryan is in hospital or prison we discover that he is still out but hasn't been arrested for many weeks because he has been appropriately housed and supported by a partnership of agencies. We can see the difference the project is having on the ground."

City Centre Neighbourhood Policing Sergeant,
Cambridgeshire Police



John

The interview takes place in office space loaned by a partner agency. It's a hot day and John and two St Giles Trust staff have been on the case since 9am. It's now 3.30pm.

John has been in the criminal justice system since he was 14.

"... To begin with I stole things because I knew my mum couldn't afford them. Trainers and luxury stuff. If I'm honest I also got a buzz from it. It wasn't like I was in a crowd of people all doing crime, I wasn't.

"I've always lived around Peterborough. I've not thought about going anywhere else. The car park is the furthest I've been! I'm still in touch with my mum which is good but I can't live there. When I was 18 I started using drugs and things changed. I began stealing things because I needed the money to feed my habit. I've been in prison on and off for the last ten years.

"The council found me a flat a year or two ago. I thought because they got me the flat they'd have done all their own housing benefit forms and that but apparently they didn't. No forms were filled in or anything and I owed £1,600. I couldn't pay it so I gave them the keys back. I was on the gear (drugs). I can't really read or write.

"Since then I've been in prison or on the streets or dossing with a mate here and there, well not mates really, just other users. It's no good. I shouldn't be hanging about with them. This time I stole from an undercover police car and got a 20 weeks sentence.

"Every other time I've left jail I head into town with my discharge money and buy gear. Straight away. It's never been like this, where someone meets me. I know it's only been like a day or two but it's all different already. I'd be sleeping rough right now but instead I've been in temporary accommodation, I'm so grateful, it's all different. I don't know anyone else in the place where I'm staying so that's a really good thing. I'm doing good stuff with these people. This is new for me".



St Giles Trust Caseworker

“I was born in Peterborough and grew up with my mum, sister and dad. My dad was a career criminal. In total he has spent 28 years in prison.

“When I was 14 I got beaten up. I went home and told my dad. My dad took me round to the guy’s house and my dad beat him up. He got sentenced to ten years in prison, I got two years in a young offenders’ institute. When I came out, I started acting up, hanging out with bad people, dealing drugs, beating people up, robbing people. It got worse and worse. I started getting involved with really bad people, going around with guns.

“Eventually I found out that one of my friends was on heroin. I went and beat up the dealer and the guy died. I was 22 years old and facing murder charges. I knew I was looking at a long sentence and knew I wanted to do something with my time. The big thing that played on my mind was my son. We had to cancel his christening while I was in prison. He was four years old. I decided that it was time to change my ways. I knew I needed to think before doing things. I started a business studies course and quickly began teaching other people in the class. I was put forward to be a Connections worker, a peer advisor in prison. I met the One* Service team when they first started coming into the prison. I knew I wanted to get involved so I started the NVQ in advice and guidance provided by St Giles Trust. After seven months in prison, I found out that the dealer had died of a heroin overdose and not because of me. The charges were dropped. I was released and walked out of the prison.

“I knew I was eligible to volunteer and be part of the team, so I started volunteering for six months. When a position came up for paid employment, I began to put in even more time and effort into the project. I started volunteering for four or five days a week. It was great when I found out I’d got the job and I’m now a full caseworker.

“I’m not proud of my past but it gives me good experience of how to deal with complex people. It has been good to get the opportunity to turn my own life around, as well as other people’s lives. It has been hard to leave friends behind – people I’ve known my whole life. People still involved in drugs and crime. I’ve just walked away from them. If you’ve grown up with people since you were ten it’s hard. One client that I’ve known since primary school said to me “if you can do it anyone can.”

jobcentre



TAKING A
ONE* SERVICE
CLIENT TO THE
JOB CENTRE



Ormiston Children and Families Trust Caseworker

“I am an Ormiston caseworker for the One* Service. When we take on a new family we give them a couple of days to settle into their routine. We make a phone call, explaining who we are and what family support is available. We offer them a home visit which we perform in conjunction with St Giles Trust. The initial assessment looks at the needs of the family and how we can provide support. When a client has gone to prison, family income can stop, which can have a huge impact on children and families. Families feel isolated and children can get bullied at school, not knowing what is going to happen next.

“When I started working with one particular family from the One* Service, the children were on the child protection register and were not attending school. They had not been engaging with outside agencies. The father had mental health issues which had never been addressed. I’ve been working with the family for almost a year now and both parents have completed a parenting course, the children are no longer on the protection register and they have 100% attendance at school. The father has been properly diagnosed with mental health issues so he is on the correct medication. He hasn’t been back into prison and boundaries are in place at home. The children have said that it is like having new parents! Both parents engage with outside agencies and attend all health and education meetings. They feel they have a say with what is happening with their children.”



Peer Adviser / Prisoner in Peterborough Prison

“I’ve been working for the One* Service as a Peer Adviser since before the start of the project. I was there at the focus groups before the project began in Peterborough prison. At the focus group they asked us what services we thought people may need. It soon became clear that most people needed help with housing and benefits upon release, along with help for substance abuse.

“I completed NVQ Level 3 & Level 4 in Advice and Guidance. These were great qualifications and educated me on how to draw stories from clients without it being too clinical. The main issue is getting the client to trust you – some are very sceptical and suspicious and just see it as a way of prying into their lives.

“The role of Connections (Peer Advisors) in encouraging people to engage, is paramount. Often there is a lack of motivation – for some people this is the tenth time they’ve been in prison and they seem to have just given up on themselves. Nothing you can say at this stage is going to convince them and some don’t want to change.

“The rewards for me are that you can help some people and if you can only help a few, it is more than none at all. The rewards more than outweigh the challenges.”

Appendix I – Our Partners

BIG LOTTERY FUND

The Big Lottery Fund is the largest distributor of Lottery money to good causes. The Big Lottery Fund (BIG) is responsible for delivering 46 per cent of all funds raised for good causes (about 13 pence of every pound spent on a Lottery Ticket) by The National Lottery.

Since June 2004, BIG has awarded over £3.6bn to projects supporting health, education, environment and charitable purposes. Most of our funding is awarded to voluntary and community sector organisations. We deliver funding throughout the UK, mostly through programmes tailored specifically to the needs of communities in England, Scotland, Wales or Northern Ireland as well as some programmes that cover the whole UK. BIG is a non-departmental public body sponsored by the Cabinet Office. www.biglotteryfund.org.uk

CONNECTIONS PRISONER VOLUNTEERS (SERVING PRISONERS TRAINED TO NVQ3 BY ST GILES TRUST)

Connections volunteers inform their fellow prisoners about the opportunities and support available to them. St Giles Trust provides NVQ training to Connections peer advisors.

CRI

CRI is a national charity providing around 200 services for people in towns and cities across England and Wales, combining a sound ethical base with a solid business model CRI delivers results. The crime reduction dividend from our work is demonstrated in healthier and safer communities.

We instil the aspiration that everyone can change, and we don't want people to depend on us any longer than they have to. CRI works in partnership with service users to help them identify and achieve their goals. As well as delivering the local recovery service CRI rent office space to the One* Service in Cambridge. www.cri.org.uk

JOB DEAL DELIVERED BY NEW COLLEGE STAMFORD (SERCO CONTRACT)

Job Deal is an initiative designed to support offenders back into work by improving their employment prospects and tackling barriers to employment. It is funded by the European Social Fund (ESF) and the Department for Work and Pensions (DWP), and managed by the National Offender Management Service. The project's aim is to provide offenders with the support and skills they need to help them find work and live a stable, healthy, law-abiding life after the end of their sentence.. Serco's delivery strategy for Job Deal is to combine its experience of providing high quality offender management services with its unique model of subcontracting frontline delivery to a network of established subcontractors, who have close relationships with local, specialist and community-based organisations.

www.unlock.org.uk/userfiles/file/employment/JD_Executive_SummaryFINAL.pdf

New College Stamford was opened in 1967. It is a general further education college providing full-time and part-time academic and vocational courses.

www.stamford.ac.uk

MEGANEXUS

MegaNexus was founded in 2003 through an initiative at University College London. Its vision is to be the leading provider of partnership management systems designed to work across a huge range of projects and funding streams. The patented NEO 3D software platform is based on a unique graph theory algorithm. Our core client base includes Local Government, Her Majesty's Prison Service, The Probation Service, Further Education Colleges, Higher Education Institutes, Support Agencies, Service businesses, Charities and Health Trusts.

www.meganexus.com/index.php

THE ONE* SERVICE

The One* Service began operations in September 2010 and its services are offered to all short sentenced men leaving HMP Peterborough prison. Services include housing and employment assistance, accessing drug and alcohol addiction recovery services as well as mentoring and behavioural support. Specialist case workers are assigned to each client throughout, provided by organisations such as St. Giles Trust and Ormiston Children & Families Trust. YMCA and SOVA provide volunteers with training, support and guidance.

The One* Service is managed by Social Finance and funded by the first Social Impact Bond. www.onesib.org

ORMISTON CHILDREN & FAMILIES TRUST

Ormiston CFT is the biggest children's charity in the East of England. They currently have 40 services across seven counties, including Children's Centres and visitor support services in prisons as well as services working directly with families in their homes and their communities. Ormiston CFT's vision is of a society where all children and young people have choices to realise their full potential and to achieve happiness and fulfilment, free from prejudice, isolation and stigma. www.ormistontrust.org/ocft

PETERBOROUGH & FENLAND MIND MOMENTUM SERVICE

Peterborough and Fenland Mind runs a number of services that work with and support people from the age of 16 upwards. We offer every person using our service the opportunity to participate in the Momentum Project, which is based on the recovery model and involves a mix of goal setting, one to one support and workshops. www.pfmind.org.uk

SAFER PETERBOROUGH PARTNERSHIP

SaferPeterborough is a community safety partnership made up of local organisations who work together to reduce crime and the fear of crime in Peterborough. The partnership is responsible for making our city a safer place to live, work and visit. Its vision is to empower communities to help to cut crime and reduce anti-social behaviour, which will lead to creating and sustaining strong and supportive communities.

www.peterborough.gov.uk/safer_peterborough.aspx

SODEXO JUSTICE SERVICES

Sodexo Justice Services has been operating since 1993, and currently provides justice services to over 30,000 offenders worldwide at any one time. They have a reputation for delivering ethical, innovative, rehabilitative and outstanding justice facilities and services, which comprehensively address clients' requirements. At a time of tight public finances, payment by results models such as this can tap into new sources of funding to help reduce crime, change lives and provide value for money for the taxpayer.

<http://uk.sodexo.com/uk/en/solutions/on-site/justice/services.asp>

SOVA

Supporting Others through Volunteer Action (SOVA) is a national voluntary sector criminal justice organisation working to support individuals at risk of social exclusion and/or offending as well as those resettling in the community after custodial sentences. The organisation was started in 1975 by a group of volunteers working within the Inner London Probation Service. SOVA projects exist across England and Wales and are developed in partnership with local agencies. SOVA's mission is to strengthen communities by involving local volunteers to promote social inclusion and reduce crime. www.sova.org.uk

ST GILES TRUST

St Giles Trust aims to break the cycle of offending. Our vision is to create safer communities by turning lives around and preventing the children of offenders from becoming the next generation involved in the criminal justice system. We offer practical support around housing, training and help entering the workforce – all factors that reduce the likelihood of someone re-offending. We put people who want to change at the centre of the solution and believe they have the power and will to change, given the right support. We train ex-offenders to become skilled, professionals who provide support to other people aiming to turn their lives around. Around a third of the staff at St Giles Trust are reformed ex-offenders who become credible, positive role models to their clients. www.stgilestrust.org.uk

WORLDWIDE VOLUNTEERING

WorldWide Volunteering (WWV) is a non-profit making organisation whose aim is to make it easier for people of all ages to volunteer. WWV also works in the UK with disadvantaged groups and individuals who really benefit from the positive impact of volunteering. WWV provides motivational sessions before release to encourage prisoners to engage in their local community. www.wvw.org.uk

YMCA CAMBRIDGE AND PETERBOROUGH

YMCA Cambridgeshire and Peterborough (YMCA) is a charity delivering and supporting many local initiatives which allow people to grow to their full potential by providing a supportive and inclusive community. This includes recruiting volunteers for projects in the local area. YMCA volunteers engage in activities ranging from sport and art to individual mentoring and support. The YMCA has a decade of experience hosting volunteers and has strong links with the local community. YMCA also offers a Casual Sports & Fitness coach for the One* Service clients. www.theymca.org.uk

Appendix 2

Criminal Justice Advisory Group

David Robinson OBE (Chair) is a community worker, the Founder of Community Links and now Senior Adviser. Community Links work with more than 30,000 people a year through an extensive network of community development projects in East London.

Clare Horn started her career in banking and was the first NatWest female employee to be selected to work in the USA, in the New York Branch. Clare is currently a Magistrate at Lavender Hill where she is a Chair in the Adult Court and also sits at the South Western Youth Court based in Balham.

Peter Kilgarriff is the Chief Executive of the LankellyChase Foundation, an amalgamation of two separate grant-making trusts for whom he has worked for 26 years. Over many years, the Foundation has been very active in strengthening voluntary sector involvement in prisons and in the community.

Clive Martin is Director of Clinks, the national body that supports the work of the voluntary and community-based sector that work with offenders and/ or their families. Clinks membership numbers several hundred and includes large national organisations as well as small local providers.

Nat Sloane is a successful entrepreneur, venture capitalist, management consultant and social investor. Nat co-founded and is the Vice Chair of Impetus Trust. In addition, he is the Chair of the Big Lottery Fund England Committee, Chair of the CVC Foundation, a trustee of the Education Endowment Foundation, a member of the Bridges Social Enterprise Fund investment committee and a non-executive director of Stepping Out.

Julie Spence OBE is the former Chief Constable of Cambridgeshire Constabulary. She is currently the President of the British Association for Women in Policing and the ACPO business lead for Citizen Focus.

Appendix 3

Prisoner Focus Group, Peterborough Prison

5 AUGUST 2009

WHAT ARE THE MAIN CHALLENGES THAT PEOPLE FACE ON LEAVING PRISON?

“Most vulnerable time is when you’re just outside, you’re not gonna do anything if you’ve been straight for two years are you.”

“You’ve got nothing when you come out.” They felt they were “stereotyped” when they left and the lack of the following factors were likely to lead to “an about-turn and back to prison”.

Housing – where would they live when released? “They’re supposed to sort you out with somewhere to live but I know mates who’ve been homeless [on release].”

Finances – job seekers allowance currently takes too long to kick in. People leave with £46 to survive on until job seekers payments starts if estranged from their family. “What am I supposed to live off?”

WHAT ARE YOUR GOALS AND WHAT SUPPORT WOULD YOU LIKE TO RECEIVE TO HELP YOU ACHIEVE THESE GOALS?

Education / Learning a trade

Prison time should be spent gaining academic qualifications.

Need help across a wide range from basic reading and writing higher level qualifications that were:

- Short courses – a few months in length that could be completed whilst in prison.
- “Recognised on the outside” – qualification certificates such as NVQs, OCR, City and Guilds all respected by employers.
- “Likely to lead to a job on the outside.”
- Avoided pointless tasks and soul destroying work “more constructive work.” Usually not enough work in the workshop so that people were “either pacing up and down or playing cards.”

“What do I learn from putting stickers on Mars bars?” What was wanted was “something interesting and worth it.”

Interested in carpentry, bricklaying, painting and decorating, book binding, welding etc.

Others mentioned included food hygiene and health and safety qualifications.

The ability to continue with the course after release was essential to avoid people feeling like they had wasted their time learning what they had. “Must be able to carry on when you leave.”

One participant told us about a carpentry course he had started in a previous prison and was very much enjoying. He felt it would really help him get a job when he was released. He had done about half the modules when he was released from prison and was told if he wanted to finish the course he would have to find £850. He was consequently unable to finish something that he was really enjoying and which was making a positive impact in his life “where am I supposed to get that sort of money from?”

IF YOU WERE SETTING UP A SERVICE TO HELP PRISONERS ACHIEVE THEIR GOALS AND BREAK THE CYCLE OF RE-OFFENDING, WHAT WOULD YOU DO? HOW WOULD THE PROGRAMME WORK IN PROGRESS?

Set up a one-on-one session where you can feel you can open up to the person. There could be a person working on every wing providing this service and would be someone who would look out for you.

“Listeners scheme works well.”²

Session must happen within the first week of arriving at prison. Needed to be treated in a “respectful manner” and progress needed to be visible. “Things need to move quickly and get done.”

Someone needed to follow up on issues, “knowing what happened to your request is important.”

Idea would be to make a list of individual problems, what services they need and connect them with what is currently available through the prison and outside.

A work plan would be created covering areas such as housing and education. What happens after release would also be discussed. i.e. transferring courses or arranging job interviews. “Setting up things before you come out.”

² This is a scheme where prisoners provide a confidential listening service to other prisoners

WHO SHOULD BE PROVIDING THE SERVICES?

Provider should be independent of the prison but needed “to understand what goes on inside.”

This was needed for trust and that an ex-prisoner would be able to empathise and would “know what they’re talking about... a prisoner will tell you how it is.”

Having an independent person would also ensure job was a priority “otherwise they [the prison staff] will say there aren’t enough staff.”

The person should also be a “professional” and that the person should have the necessary skills, qualifications and experience so they could solve problems.

The person also needs to be connected so they could get things done “they need an external phone so they can call people like the jobcentre for you and help you out.”

Provider had to have the right balance of independence and effectiveness. Needed to be enough of an insider to know about the workings of a prison, understand the common problems and “tell you how it is, no bullshit.” However the person also had to be independent enough that they could be trusted and have the ability to “pull strings and get things done.”

The current chaplain is seen as having the right sort of balance. “Religion ain’t for me, but the vicar can get things done.”

A social worker was not the right sort of person for this job “we’ve all had social workers before”.



ABOUT THE AUTHORS

Alisa Helbitz

Alisa is Director of Research and Communications at Social Finance. She has extensive experience in Communications, including serving as the British Embassy's spokeswoman in Tel Aviv between 1999-2005. In 2006, she became Sir Ronald Cohen's Head of Communications and aided him in his capacity as Chair of the UK Social Investment Task Force, Chair of Bridges Ventures, Chair of the Commission on Unclaimed Assets (which recommended the establishment of the Social Investment Bank) and Chair of the Community Development Finance Association.

Janette Powell

Janette joined Social Finance on 1st July 2010 and leads the implementation of the first Social Impact Bond to reduce re-offending. She has 17 years experience working with vulnerable adults and families facing homelessness and social exclusion. She holds a degree in Housing & Social Work and is a corporate member of the Chartered Institute of Housing. For the last 8 years she has specialised in managing services for offenders, both within a custodial setting and in communities. She has worked within the statutory and voluntary sectors including roles with a Regional Director of Offender Management Office and NOMS National Operations Group.



ABOUT THE AUTHORS (CONTINUED)

Emily Bolton

Emily is a Director at Social Finance having joined the team in November 2008. She leads Social Finance's work to create Social Impact Bonds (SIBs) to reduce crime and offending. She is also leading the development of SIBs to improve recovery from drug addiction. Emily led the development of the first Social Impact Bond in Peterborough. Prior to joining Social Finance, Emily worked for REDF, a venture philanthropy fund in San Francisco, and as a strategy consultant. Emily has a BA from Cambridge University and an MBA from Berkeley where she was a Haas Merit Scholar.

Suzanne Ashman

Suzanne joined Social Finance in February 2010 as an Analyst. She works on the Social Impact Bond (SIB) at HMP Peterborough and on SIB development in the field of vulnerable children. She has also worked on health and financial inclusion projects. Suzanne previously worked at the Tony Blair Faith Foundation on the Yale University Faith & Globalisation Initiative as well as on programmes focused on the UN Millennium Development Goals. Suzanne is a governor of a primary school in Westminster. She holds a BA in Philosophy, Politics and Economics from Trinity College, Oxford.

Sarah Henderson

Sarah joined Social Finance in February as an intern, before being offered the position of Communications Analyst in September 2011. Her role involves monitoring Social Finance's online content; updating the website and social media as well as organising monthly webinars. She helps coordinate events for the team and spends time in Peterborough interviewing clients and volunteers for the One Service. Sarah graduated from Kings College London with a BA in Philosophy in July 2010.

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IF SOCIAL PROBLEMS
ARE TO BE TACKLED
SUCCESSFULLY, THE
ORGANISATIONS SEEKING
TO SOLVE THEM NEED
SUSTAINABLE REVENUES
AND INVESTMENT TO
INNOVATE AND GROW.

Our role is to devise the financial structures and raise the capital to enable this to happen.

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