

STRATEGIC PLAN 2021 - 2024

Unlocking the potential of individuals
and driving culture change in the
criminal justice system so that
rehabilitation is possible



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Welcome

VISION

The futures of people affected by the criminal justice system are determined by their potential, not their past.

MISSION

We use coaching to unlock the potential of individuals and drive culture change in the criminal justice system so that rehabilitation is possible.

Spark Inside is an award-winning charity that has transformed the lives of over 1,000 people living and working in our prisons.

Over the last nine years we have pioneered coaching in prisons, showing the value of coaching to change lives and systems. In the next decade, we set out to make coaching available to anyone who wants it in the justice system and aim to reach 10,000 young people with our coaching programmes.

Now is the time to make coaching mainstream in criminal justice, so that many more young people can access this powerful approach, proven to improve wellbeing and rehabilitation. As we champion coaching and the value of rehabilitation, we believe that we can help to change the culture of our prisons and justice system.

Coaching works. Yet we are deeply aware of the structural barriers that hold people back from utilising their human potential, including racial injustice and discrimination. We will put our influencing work on a stronger footing, so we can truly achieve systemic change.

COACHING

Coaching is a facilitated conversation, allowing individuals and groups to find their own solutions to their own problems. Unlike mentoring, coaching empowers people, offers no advice or guidance, as we believe that the person is the expert of their own life.

We have a team of 16 professional coaches, who are fully qualified and trained, with over 2,000 hours of coaching experience, including with blue-chip, global companies.

Our coaches use tools and techniques, like specific questioning and thought-provoking prompts, which can help transform lives and environments and achieve goals.



How we work

We believe that coaching should be available to anyone in the justice system, and seek to achieve change at three levels to make this possible.

INDIVIDUAL CHANGE

Unlock potential in people caught in the justice system

- Hero's Journey™ life coaching for young men.
- Hero's Journey™ from a Black Perspective for young Black men.
- Hero's Journey™ in the Community – working to stop young people entering prison or returning to prison.
- Work in partnership with other organisations to deliver Hero's Journey™ across the country.

INSTITUTIONAL CHANGE

Change prisons so that rehabilitation is possible

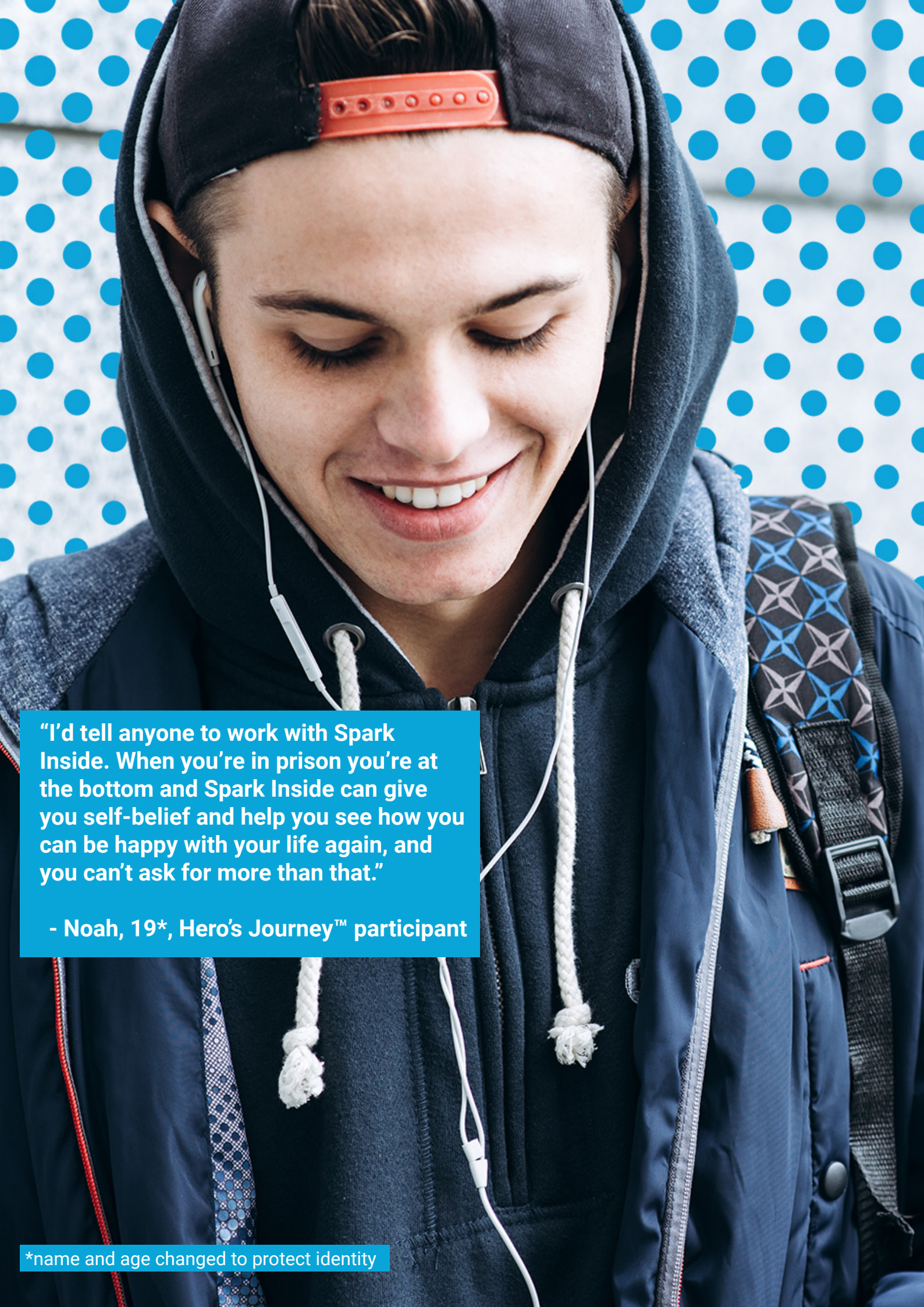
- The Conversation group coaching for people who live and work in prison together.
- Prison Staff coaching – supporting people who work in prison to improve relationships and culture in prisons and support their wellbeing.
- Peer to peer coaching – an upcoming programme set to equip people living in prison with coaching skills and qualifications.

SYSTEMIC CHANGE

Champion equity and opportunity so people can move away from crime

- In-Prison Advisory Boards to create a platform for people in prison to voice their opinions and effect change.
- We publicly advocate for systemic change; for the power of coaching; and for the potential of young people in prison.
- Champions project providing young people who have experienced coaching while in prison to work with us to advocate for change.

We can now deliver one-to-one coaching in the community and in prison; and will continue to add to our bank of digital coaching resources, ensuring we are ready for whatever challenges we face, as we recover from COVID-19.



"I'd tell anyone to work with Spark Inside. When you're in prison you're at the bottom and Spark Inside can give you self-belief and help you see how you can be happy with your life again, and you can't ask for more than that."

- Noah, 19*, Hero's Journey™ participant

*name and age changed to protect identity

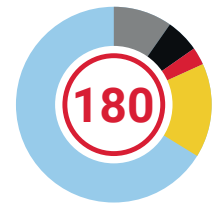
Our impact

Spark Inside has pioneered coaching as a solution to many problems happening within our prisons.

We have demonstrated that this approach makes a positive difference to young people's wellbeing, resilience and confidence; improving rehabilitation and contributing to a reduction in reoffending.

In the last **three years** we have achieved the following:

Expanded from reaching 50 young people to an average of **180 young people** per year.



Developed a **new programme**, Hero's Journey™ from a Black Perspective, that addresses the experiences of young Black men in prison.



Placed young peoples' voice and influence into our core work, through our **In-Prison Advisory Boards**.



Proven **positive impact of coaching in prisons** (statistically significant evidence base from a three-year external evaluation).



Trained and maintained a pool of talented and **passionate coaches** to deliver our programmes.



“There’s no doubt about it that working in the prison system is challenging, but it is always immensely rewarding. It is a powerful and humbling moment when clients realise that their past does not define them and they have the power to take control of the possibilities in their future.”

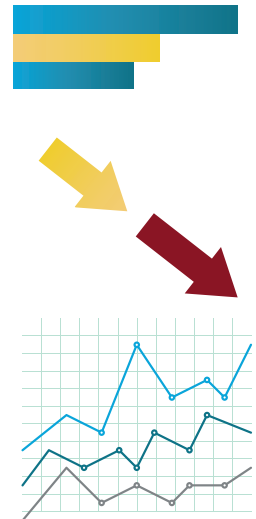
- Mark Bixter, Hero's Journey™ coach

Our coaching programmes make a real difference to those living and working in prison. They have a **positive impact on lives and on prison culture**. We have a solid foundation to build on, as we continue to strengthen our outcomes.

Young men who fully engage with life coaching are at **lower risk of reoffending**.

Violent adjudications in prison decrease, as young men's involvement in Hero's Journey™ increases.

The Conversation's participants' behaviour (those living in prison) is shown to **improve by 81%**, according to the prison measurement scheme.



The Social Investment Consultancy found that young people in prison who participate in the Hero's Journey™ programme experience positive changes in the following areas: **wellbeing; future outlook; decision-making and problem-solving skills; empathy and emotional intelligence**.

I now feel a lot less anxious and stressed and the tools I learnt help me to steady myself and feel more controlled and balanced.

- Michael, 22*, Hero's Journey™ participant

*name and age changed to protect identity

A photograph of two men, likely prison officers, sitting on blue chairs and talking. The man on the left is wearing a white short-sleeved shirt with a dark tie and a dark jacket over his shoulders. He has tattoos on his arms and is smiling. The man on the right is wearing a dark zip-up jacket and dark trousers. He also has tattoos on his arms and is smiling. They are in a room with large windows and a modern interior. The background is partially obscured by a large blue and white geometric graphic.

“Some of my colleagues have just taken a step back and changed their ways. We all learnt together, and it’s given us common ground. I think everyone got something from that. We haven’t had issues with any of the prisoners who attended since, they definitely took something away from it and are displaying the skills they learnt from it.”

- Chris, 30 Prison Officer, HMP Pentonville

Strategic aims

2021 - 2024

Our ambition for Spark Inside over the next three years is to grow both the reach of our work, and the impact we have on the individual, institutions and the justice system.

We want to share the power of coaching further, helping more young people to access it – and include their voice in our work to change institutional culture and challenge systemic practices, which put barriers in the way of potential and rehabilitation.

We have five key aims:

- 1.** Increase the number of young people who access coaching at more points on their journey.
- 2.** Change prison culture through coaching people who work and live there.
- 3.** Champion coaching as a transformational tool in the justice system.
- 4.** Build a robust evidence base for coaching in the criminal justice system.
- 5.** Fortify Spark Inside's foundations.

Across all of these aims we will put young people's voices front and centre, building their capacity to advocate for change alongside us, to co-produce new programmes and shape our impact measures. We will give young people the skills to act as peer coaches, both inside and outside the prison gates.



Aim 1

Increase the number of young people who access coaching at more points on their journey.

Over the last decade, we have seen a decline in the number of young people aged 15-25 in prison. And yet the levels of disproportionality for Black and Asian young people in custody have worsened in past few years.

We want to reach more young people in prison with our coaching programmes, specifically our award-winning Hero's Journey™, where our track record is proven, as well as our flagship Hero's Journey™ from a Black Perspective – the Black Lives Matter movement has shown us this is needed more than ever.

As well as working to embed and deepen our programmes in prisons in London and the South East, ensuring our delivery is high quality, we will grow our reach beyond the prison walls into the community, and we will partner with other organisations to expand our reach into more prisons across England. This is a new move for Spark Inside, but we know our model is needed by those young people across the country who have been 'let down' by the system, both in the community and in more prisons than we can directly engage with. We will continue to focus our support on those young people already significantly impacted by the justice system.

We can only do this by working with others to place the unique contribution that is coaching into the wider system for maximum impact. Now, more than ever, young people in contact with the justice system will need what coaching provides: greater wellbeing and resilience, self-belief, hope, future focus.

OBJECTIVES

We will aim to:

- Double the number of young people in England accessing coaching in prison and in the community by 2024, from 200 a year currently to 400 a year.
- Partner for the first time with two organisations outside of London to deliver Hero's Journey™ with our help and support in new regions.
- Deliver Hero's Journey™ in the community with young people at risk of going to prison for the first time, or at risk of returning to prison.
- Deepen our 'post-prison' support, so people are enabled to move on and lead fulfilling lives.



Aim 2

Change prison culture through coaching people who work and live there.

We know that prisons largely do not work. They are poor at rehabilitation and reoffending rates remain stubbornly high. Those who live and work in prisons are often demotivated and under-supported by the system, creating negative, harmful environments where levels of self-harm and violence are increasing.

But we know this doesn't have to be the case. Using coaching, we will help build strong relationships and work together with people who live and work in prisons to create a culture which better enables rehabilitation. During the Covid-19 pandemic we piloted prison staff coaching, and are committed to continuing this during this strategic period.

OBJECTIVES

We will aim to:

- Deliver an enhanced version of our programme, The Conversation, with people living and working in prisons, to enhance their relationships, improve empathy, and support sustained and positive cultural change on prison wings.
- Increase the number of prison staff coaching programmes as part of our core offer to prisons.
- Create a new peer to peer coaching scheme, giving people in prison the skills to coach others for themselves beyond our own programmes, in prison and on release.
- Deepen and embed our work in prisons, building strong relationships with those who work in prisons (including Governors and prison officers) for institutional change.



Aim 3

Build our policy and influencing work to champion coaching as a transformational tool in the criminal justice system.

We believe that the justice system sees people as problems not potential; and lacks ambition to effect real change.

The barriers young people face on release from prison aren't just personal – they're systemic, and rooted in limited opportunities for work, education and housing, despite their abilities and skills.

Without a system that listens to and responds to their needs, young people are being prevented from realising their potential in society. The impact of Covid-19 has made the barriers they face higher, with a challenging economy alongside systemic injustice.

We want to champion the potential of young people so they can realise this in society and make a positive impact not only in their own lives, but for others. We will work with those living in prison, and after release, to shape our work, letting their voice not only influence our approach – but reach the decision makers who need to hear it.

We will invest in policy, influencing and media work that platforms young people's voices and inspires others on the impact of coaching to effect change – both individually and systemically. This will support us to build relationships with new and existing partners and decision-makers, to put rehabilitation at heart of the justice system.

OBJECTIVES

We will aim to:

- Secure recognition from Government on the value of coaching (as separate to mentoring) in the justice system; and a commitment to fund coaching.
- Champion policies and programmes which address the specific experiences of young Black men in the justice system.
- Build Spark Inside's profile and influence, so we can further inspire others to partner with us and decision-makers to put rehabilitation at the heart of the system.
- Further develop our In-Prison Advisory Boards to ensure we consistently and directly hear from young people currently in prison.
- Launch our Champions project to support ongoing leadership and influence for young people who have experienced coaching while in prison and want to work with us to advocate for and create change.



Aim 4

Build a robust evidence base for coaching in the criminal justice system.

We will continue to put proof of impact at the heart of the organisation, and will invest in this area as we grow. We prioritise measuring our impact across key areas and in a way that young people themselves have told us matters to them, including impact on wellbeing; hopes and dreams and positive choices. We will also track our impact on reducing reoffending.

OBJECTIVES

We will aim to:

- Embed the Outcomes Youth Star evaluation tool at Spark Inside and with our partners to build a national evidence base for coaching.
- Keep in contact with young people for longer to better track the ongoing impact of coaching on their lives.
- Continue to invest in monitoring systems and external evaluations of any pilot programmes.
- Invest resources in gathering meaningful qualitative data so we understand how and why coaching makes difference to individuals and institutions; and continually learn.



Aim 5

Fortify Spark Inside's foundations.

Spark Inside has grown fast and we are proud of that. We expect to continue to grow our reach and impact over the next few years, recovering from the impact of Covid-19 and moving to solid growth. To deliver on our aims outlined above, we will need to invest in our foundations, ensuring we have the resources to make the change we seek to make a reality.

As we move on from the Covid-19 pandemic, we will look to further diversify our income and ensure our financial growth is on firm ground, with a focus on increasing income from commissioned work and reducing our income from Trusts and Foundations, for a better balance.

Our staff and coaches are essential to making all of our work a reality, and we will continue to invest in and support them to make this all possible.

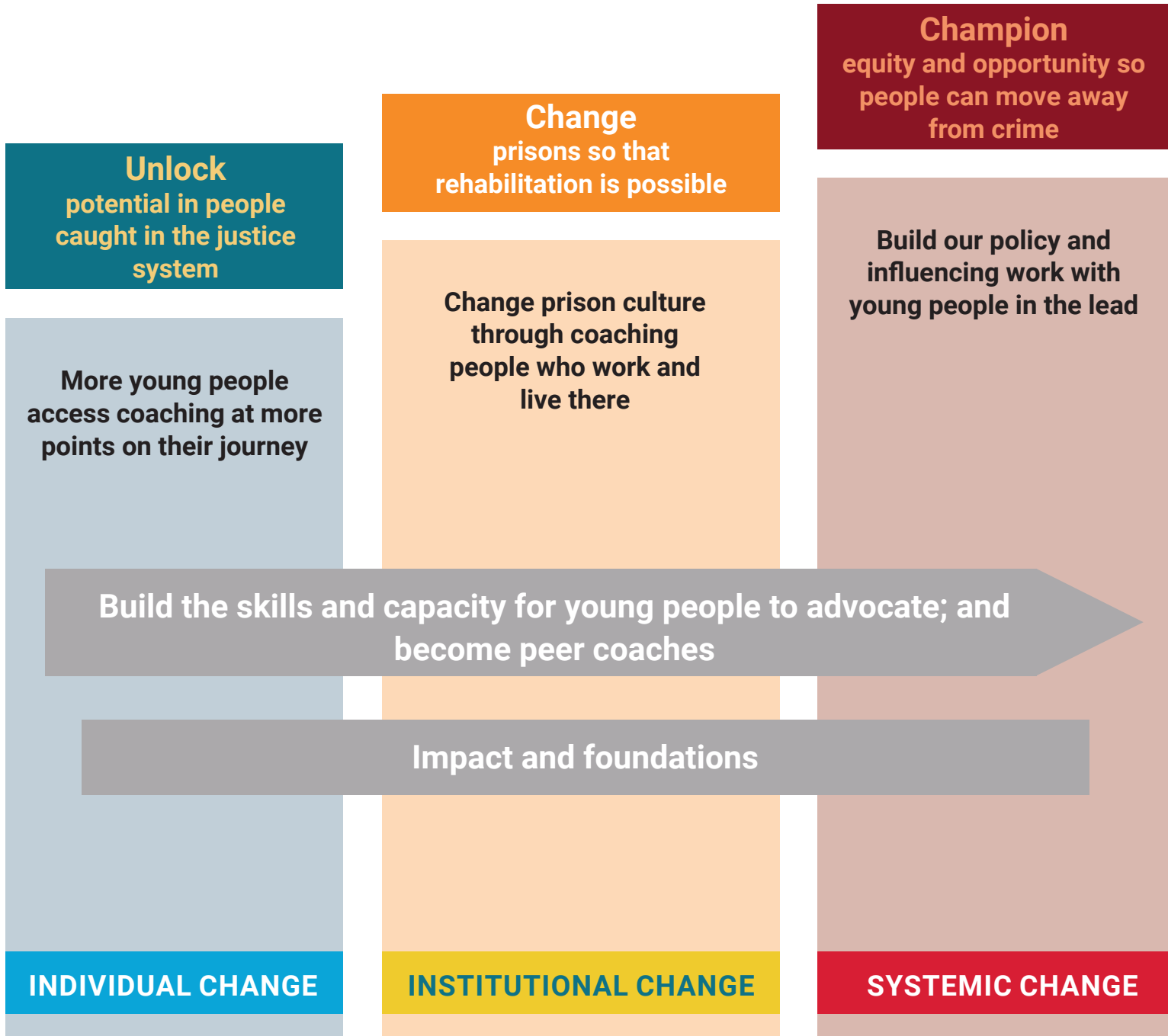
OBJECTIVES

We will aim to:

- Diversify our income streams to a mix of commissioned (20%); grants (60%) and donations (20%).
- Continue to build a sector-inspiring, diverse, skilled team of staff and coaches.
- Build robust and smart systems and processes, underpinned by technology, to support our growth.
- Retain good governance with a skilled and committed board.



10 YEAR GOAL
COACHING IS AVAILABLE TO EVERYONE IN THE JUSTICE SYSTEM



Our values

Our existing values were designed with young people's input and we are proud to be living them. As we move to the next phase of our journey, we will review these values with input from young people that have lived experience. Once we have been through this codesign, our new values will be on our website and materials in due course.

SPARK

We want to feel a strong sense of passion and 'spark' for everything we do. We commit to people, projects and partnerships that align with our values.

HEART

We maintain an open mind and an open heart, and we always act with kindness and consideration.

STICKABILITY

When the going gets tough, we stick with our participants, our projects and our commitments. We channel our grit and resilience to make it through challenges and we don't give up easily.

IMPACT

Our impact on our participants is at the heart of every decision we make and it is how we judge our success, so we take evaluation seriously.

LEARNING

We are humble, curious and constantly developing. We apply and share our learning to amplify our impact.

INNOVATION

We celebrate creativity and design new ways of doing things, based on evaluation data and stakeholder feedback. We innovate to remain relevant to our participants' needs.

"Organisations like Spark Inside are breathing fresh air on to a debate that has been raging for centuries. If we are eventually going to crack the problem of reoffending, it will be because organisations like Spark Inside have pushed the debate on to how we get these young men and women reintegrated back into normal life."

– Rt Hon David Lammy MP

"This is a very remarkable programme that is doing fantastic work which has been properly validated to have a real impact."

– Rory Stewart, Former Minister of State for Prisons (2018 - 2019)





"I have been here for 10 months, but I am getting out next month. The programme has made me think about what I want to do when I get out, maybe start my own business, stuff like that. I would not change anything in the programme, I liked the way the coaches talk to you and show you how even if you've been in prison you can still change your life, and what steps to take. I suppose it has helped me by thinking of the steps. I want to get out of here and try to make something out of my life."

- Christopher, 20*, Hero's Journey™ participant

*name and age changed to protect identity

Who am I...

Funny
Looks neat
Fresh trainers
A good man
Loyal
Smart
Good example

Future

Family man
Kids
Mentoring
Businesses

Visit us at www.sparkinside.org

To find out more about Spark Inside and the work we do, please visit our website or contact us below.

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