

Research Centre for Community Justice

Women into Work

Development Partnership Evaluation Report

EQUAL Round 1 Action 2

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Executive Summary

In 2001, SOVA and partners were successful in securing funding from the European Social Fund Equal programme for the Development Partnership (DP) called Women Into Work. Women Into Work sits within Theme A of the Equal programme, whose strategic objectives are

- To combat discrimination faced by individuals and promote equality in the workplace
- To test support mechanisms to help target groups integrate/re-integrate into the labour market.

The Thematic Update for Theme A produced by the Equal Support Unit (2005) points to the potential for impact on policy and practice through the testing of new and innovative approaches, particularly in meeting the needs of those who are excluded or discriminated against in the job market. In Women Into Work's case the target group is women prisoners and institutionalised women resettling into communities. Many of these women have experience of mental ill health, involvement in the sex industry, domestic violence, or alcohol/drug dependency and a disproportionate number come from minority ethnic communities.

Having successfully completed the Action 1 or set up phase, in 2002 the DP was awarded monies to progress into Action 2, which was to last three years and encompass both research and delivery of innovatory services through pilot projects. This would then be followed in 2005 by Action 3, focusing on dissemination and mainstreaming.

The ultimate goal of the Women Into Work programme is to ensure that women can work towards gaining access to and sustaining appropriate employment, training or education. The programme in Action 2, running between 15 May 2002 and 14 May 2005, set out to do this through

- Identifying barriers to employment from a female perspective
- Adopting a peer research methodology in its enquiries
- Piloting innovatory methods of addressing barriers by means of training, personal development and empowerment

(Development Partnership Agreement p25)

At the outset the partners involved in this endeavour were

- SOVA, as lead partner

- Sheffield Hallam University (SHU)
- Prison Service, Women's Estate Policy Unit (WEPU)
- NACRO
- Prince's Trust
- The Creative and Supportive Trust (CAST)
- Stonham Housing Association
- Addaction
- The National Probation Directorate
- Home Office, Women's Policy Team
- Job Centre Plus
- Dept. for Learning and Skills, Offenders' Learning and Skills Unit

In addition, the Mikiri transnational partnership running alongside featured partner agencies from Sweden, France and Germany.

An Evaluation of the first phase of Action 2, which included the peer research, was conducted by Caroline O'Keeffe at Sheffield Hallam University and presented to the DP Steering Group on 12 February 2004. This second evaluation of the Development Partnership (DP) covers the 15 month period from February 2004 to May 2005, the full extent of the Action 2 Phase 2, when the pilot or demonstration projects were running. It set out to provide a rigorous assessment of the extent to which the DP has met its objectives as outlined in the Development Partnership Agreement (DPA) and associated workplans. It also examines the process of partnership within the DP and performance against the five Equal principles (innovation, empowerment, Equal Opportunities, transnational co-operation and mainstreaming).

Key findings

Overall this evaluation has found that a vibrant partnership has formed around WiW, which is enjoyable and stimulating to members. It is in itself a real achievement that WiW has managed to create and maintain relationships with diverse organisations, as encapsulated by the Acting Programme Director when she commented

"You know, we talk about statutory and private and voluntary sector working together and joined up working and all that - it's a bit of a catch-phrase, isn't it? - but I think we really have."

Nevertheless, there are lessons to be learnt from the way the DP has formed and operated and the main points, both positive and cautionary, are summarised below.

Firstly, in terms of the outcomes and outputs of the programme:

- **There have been significant achievements in relation to all 5 Equal principles**
- **Separate evaluations will look at detail of achievements in transnational work, mainstreaming and the pilot projects**
- **But the DP has not been as effective as intended in shifting policy at a strategic level – perhaps due to inadequate timescales, but also to gaps in representation on the DP**

With regard to partnership working and "moving the business forward":

- **This is a co-operative, flexible example of multi-agency partnership with a real “feel good factor”**
- **Involvement is very time-intensive and this causes a problem in securing the involvement of some senior officers and also for small voluntary organisations**
- **On the whole a good balance has been achieved between task and process, but that balance between promoting inclusivity and progressing business will need further attention in Round 2**

On leadership:

- **Leadership has come primarily from SOVA and questions have been identified about sharing risk and responsibilities – when ultimately accountability lies with SOVA as lead agency**
- **SOVA and the WiW staff team have been identified as the main driving force, with the DP being used to endorse and support decisions, ideas and innovations - should this be changed and how?**
- **No significant issues of disagreement or conflict have arisen in Action 2, but neither is there a mechanism for resolving such difficulties should they arise**

Regarding the 5 Equal principles:

- **There was major innovation around peer research resulting in the Moving Mountains report, but the pilot projects are perhaps less so (to be the subject of a separate evaluation)**
- **Empowerment and Equal Opportunities have been well integrated throughout and are real strengths of the programme**
- **The involvement of women beneficiaries in the DP has contributed to the innovation, empowerment and EO strands, but what structures should be there to support women in their involvement with the DP?**

- **The potential impact of transnational work has not been seen in this Equal Round, but may be more so in Equal Round 2**
- **Dissemination has been stronger than mainstreaming, but largely driven by SOVA/WiW staff, not strategically by the DP**

And more generally:

- **Women Into Work has established a solid foundation to build on in Equal Round 2**
- **The programme has performed well against the workplan established at the outset**
- **The staff team are hard-working, dedicated and professional and have earned a high level of confidence and respect from partners**
- **The high premium put on establishing and maintaining relationships with DP members has paid off**
- **Throughout this evaluation most DP members have shown themselves individually open to reflection and challenge – keen to learn from Equal Round 1 and take lessons to Equal Round 2. The DP needs to ensure this is also collectively the case and this report, along with other evaluations, will contribute to that.**

Finally, all participants in this evaluation were convinced about the aims and the approach of WiW, valuing its achievements and the less tangible, "softer" outcomes of the work. One interviewee described it as an organisation that "*walks the talk*" and those going forward into the Equal Round 2 work are committed to ensuring that continues to be the case as Themes A and H develop.

Introduction

In 2001, SOVA and partners were successful in securing funding from the European Social Fund Equal programme for the Development Partnership (DP) called Women Into Work. The partnership was commissioned to work towards combating discrimination and inequality by women who have faced disadvantage, particularly through their experiences of the Criminal Justice System (CJS). The Prison Service has provided the majority of the matchfunding required by Equal rules throughout this work.

Having successfully completed the Action 1 or set up phase, in 2002 the DP was awarded monies to progress into Action 2, which was to last three years and encompass both research, lead by Sheffield Hallam University, and delivery of innovatory services through pilot projects. This would then be followed in 2005 by Action 3, focusing on dissemination and mainstreaming.

The ultimate goal of the Women Into Work programme is to ensure that women can work towards gaining access to and sustaining appropriate employment, training or education. The programme in Action 2, running between 15 May 2002 and 14 May 2005, set out to do this through

- Identifying barriers to employment from a female perspective
- Adopting a peer research methodology in its enquiries
- Piloting innovatory methods of addressing barriers by means of training, personal development and empowerment

(Development Partnership Agreement p25)

At the outset the partners involved in this endeavour were

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- NACRO
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- Stonham Housing Association
- Addaction
- The National Probation Directorate
- Home Office, Women's Policy Team

- Job Centre Plus
- Dept. for Learning and Skills, Offenders' Learning and Skills Unit

In addition, the Mikiri transnational partnership running alongside featured partner agencies from Sweden, France and Germany.

An Evaluation of the first phase of Action 2 was conducted by Caroline O'Keeffe at Sheffield Hallam University and presented to the DP Steering Group on 12 February 2004. This second evaluation of the Development Partnership (DP) covers the 15 month period from February 2004 to May 2005, the full extent of the Action 2 Phase 2, and aims to provide a rigorous assessment of the extent to which the DP has met its objectives as outlined in the Development Partnership Agreement (DPA) and subsequent workplans. This report will also

- Provide an assessment of the progress made towards the stated objectives and the extent to which the Equal principles (innovation, empowerment, Equal Opportunities, transnational co-operation and mainstreaming) have been incorporated into the work
- Present information on the extent to which the activities of the DP have been informed by the views and participation of their target group of women
- Identify what worked well and what was less successful, both in terms of what was done (outputs) and how it was done (processes)
- Pinpoint the barriers to achieving objectives and how these have been overcome or not, including responses to the findings of the Phase 1 Evaluation
- Highlight the relative strengths and weaknesses of the processes/practices of partnership working
- Make recommendations that will assist with the planning of future Development Partnerships and their activities

This report will incorporate some of the analysis and conclusions of the previous Evaluation, alongside these current findings, to provide an assessment of the way the DP has grown and worked together throughout the whole of the Action 2 period.

Methodology

This evaluation has examined both quantitative and qualitative data, including the following

1. The Development Partnership Agreement and workplan for Action 2
2. Terms of Reference for the DP Steering Committee
3. Minutes and notes of all meetings
4. Discussion papers
5. The Equal Opportunity and Diversity Implementation Plan and other related documentation, such as the diversity audit
6. The Transnational Co-operation Agreement and related documentation
7. Monitoring information about activities submitted to Equal
8. Feedback from Equal monitoring visits
9. The previous evaluation undertaken by Caroline O'Keeffe

In addition, a total of 11 in depth semi-structured interviews were conducted with DP members representing all stakeholder groups and including two beneficiary members of the DP and key SOVA staff. The outline interview format is attached as Appendix VI, although it should be noted that in some instances the questions were adapted to reflect the specific role of the interviewee.

The objectives of Women Into Work in Action 2

Women Into Work sits within Theme A of the Equal programme, whose strategic objectives are

- To combat discrimination faced by individuals and promote equality in the workplace
- To test support mechanisms to help target groups integrate/re-integrate into the labour market.

The Thematic Update for Theme A produced by the Equal Support Unit (2005) points to the potential for impact on policy and practice through the testing of new and innovative approaches, particularly in meeting the needs of those who are excluded or discriminated against in the job market. The focus for DPs within Theme A is improving access and return to employment for specific groups experiencing disadvantage. In Women Into Work's case the target group is women prisoners and institutionalised women resettling into communities. Many of these women have experience of mental ill health, involvement in the sex industry, domestic violence, or alcohol/drug dependency and a disproportionate number come from minority ethnic communities.

The DPA spells out the specific strategic objectives of Women Into Work as being

- 1. To facilitate consultation and peer research with women who face the greatest barriers to ETE in partnership with a diverse group of national and European partners**
- 2. To share best practice, design and pilot innovative models of support into ETE for disadvantaged women in the UK and Europe**
- 3. To mainstream and disseminate best practice and influence national and European strategy and policy**
- 4. To compare, contrast and share intervention models and methods of support with national and transnational partners in particular, whose cultural and socio-economic framework has produced diverse practice**
- 5. To mainstream Equal Opportunities into all aspects of the Women Into Work programme**
- 6. To contribute to Equal Pillar 1 Theme A Employability by delivering Equal Opportunities, mainstreaming, innovation, transnationality, empowerment and impact on the target group.**

Furthermore a series of core questions was identified by the DP in conjunction with Mikiri transnational partners to be answered through the peer research in Phase 1 and the pilot projects during Phase 2. These questions relate to the barriers (structural, cultural and individual) that prevent women going into employment and the elements that need to be in place to support them in achieving economic and social integration into their communities, as well as aspects of equality and diversity and the mainstreaming of policies and practices. The WiW research furthermore took as its starting point a very basic question about how important ETE was for the women being surveyed.

A workplan was established to identify actions to meet the objectives above and to assist in responding to these core questions, and this is attached as Appendix IV. The peer research lead in Phase 1 by staff from SOVA and SHU, resulted in the Moving Mountains report published in late 2003, before the main period covered by this evaluation. The pilot projects were commissioned, with an ambitious target to involve 400 beneficiaries over a 12 month period, and other tasks detailed in the workplan have taken place simultaneously.

Key Findings

I Partnership working

In their interviews all DP members were asked to comment on how the partnership has worked and to identify the benefits and the frustrations of this diverse, multi-agency way of working. The response was uniformly positive, with all interviewees showing a high level of commitment to the DP and the objectives of WiW. Phrases such as “*singing from the same hymn sheet*” were used and one member summed up a general feeling in saying,

“the project kept in mind what it was meant to be doing and I think that was both collectively and individually.”

On a more sober note, there was an accompanying recognition from some that involvement can be time-consuming and both personally and professionally challenging. However, where this was commented upon, this was seen as positive and, in the words of one DP member, “even cathartic”.

Appendix IV gives a detailed breakdown of the attendance of partners at meetings of the

- DP Steering Committee
- Commissioning/Pilot Project Management Group (PPMG) which was the forum for decisions about commissioning work and subsequently monitored performance of pilot projects
- Equal Opportunities and Diversity Advisory Group

What is immediately apparent from this is a dichotomy between those agencies signed up to the DPA that have been securely engaged and those – the Princes Trust and Addaction most notably – who have been largely or entirely absent during Action 2. Several factors can be identified that seemed to have influenced the level of commitment, either positively or negatively.

The first of these particularly relates to the criminal justice agencies, where the funding and partnership resources available through WiW has contributed in a refreshing and innovative way to meeting agency objectives, adding to what would otherwise be achieved within the narrower statutory framework. The Prison Service representative described it as

“pushing at the margins and challenging prison service orthodoxy”,

identifying that through the WiW DP there were benefits to women that could not have been delivered by the prison service alone, for both financial and cultural reasons.

In a different way, the WiW partnership has provided new opportunities and development for the voluntary sector, over and above the obvious financial benefits gained through commissioning, and has facilitated relationships with statutory partners that have opened doors.

One interviewee described the WiW DP as

“sitting slightly outside normal voluntary/statutory relationships – it’s dictated by the funding and the objectives of the projects - that frees you up to engage in innovative and creative work”

Such freedom from the usual constraints does seem to have been an attraction for some DP members, who have welcomed the opportunity to be involved in wider discussion and testing out of new work.

Also critical is the quality of relationships in the partnership and the effort put in to nurturing relationships. The evaluation interviews suggest this personal element has been important in making individuals feel that the effort involved in travelling to meetings and participating is worthwhile. In short, there seems to be a widely recognised “feel-good factor” around the DP and several interviewees referred to active enjoyment of DP meetings and activities.

Commitment to the DP, then, where it exists, seems to be a mixture of the organisational and the personal. Those members leaving the DP Steering Committee at the end of Equal Round 1 expressed considerable sadness at having to do so and, where feasible, expressed a wish to maintain some involvement in a different capacity. However, continuity of representation over the whole of Action 2 has proved to be problematic for some agencies, and was highlighted by one interviewee who said

“it also contains within it the potential downside in that commitment to partnership from the agencies, other than Women Into Work itself, is dependent on time and resources and availability. So you can get a dip of involvement from some of the key partners simply because they have business elsewhere - statutory business that has to take place.”

And where changes in agency representative have taken place the personal relationships that have built up are lost. The quality of handover to a successor representative is therefore particularly important, but may be further complicated, as was the case with Job Centre Plus, where internal

restructuring resulted in a reduced capacity for the agency to commit to the partnership.

There is a relatively small group of agencies that have driven the partnership forward, and notably there has not been a good representation from those agencies involved in the field of employment, training or education. To some extent this may be explained by a telling statement from one DP member, who said that as time progressed and the work with the target group of women developed, it became clear that this was a programme around increasing employability, not employment per se. This means there has been more incentive for criminal justice partners to engage, because of the obvious benefits for women offenders who face multiple disadvantage, but it also begs the question as to whether results in terms of women entering employment – and so the focus of work - might have been different with a stronger involvement from more mainstream ETE agencies.

Whilst interviewees all felt that the DP benefited from the sharing of expertise, contacts and different perspectives from the diverse agencies, some members pointed to the lack of senior representation, which meant that on occasions, DP members were in a position of having to go back to their agencies for authority. Both this and the small number of agencies centrally involved has limited the potential impact of the WiW DP on strategy and policy making. However, the one agency whose representative has taken a pivotal role recognised by all is the Prison Service, where the Prison Service representative successfully mediated between the Prison Service and prison establishments and Women Into Work, particularly regarding the peer research. It might be instructive to look in more depth at why this was so successful, and perhaps Charles Handy's model (Handy 1999) of different types of organisations may be helpful here in aiding analysis. He suggests that there are four main types of organisation:

- Power Culture often focused around one influential individual, Entrepreneurial, informal
- Role Culture bureaucratic, rational, logical, procedural
- Task Culture job or project orientated, flexible, focused
- Person Culture specialist, where the individual is the central point and any structure merely serves the individual or clusters of individuals - doctors surgeries, barristers chambers

Whilst categorisations might be rather crude, we can characterise the Prison Service as having a role culture, whilst the SOVA/WiW staff team would most approximate to a contrasting task culture, with consequently different ways of communicating, use of language, concepts and priorities, as well as ways of

approaching tasks. What seems significant is that from a specialist part of his organisation focusing on the women's estate, the Prison Service representative acted as go-between, wherever necessary, and was responsive to interpreting the needs and the requirements of the two organisations to each other. What might be drawn from this is that most effective representation results from having not only the right, motivated individual but from his/her having the right position, including sufficient seniority, in his/her organisation.

The partnership with women beneficiaries, or trainees, has been very important and their inclusion in the DP structure was identified by some interviewees as one of the big innovations of WiW. In Phase 1 when the peer research was in operation, there was a greater presence of trainees at DP meetings and this has since reduced to a more consistent two or three. The two trainees interviewed for this evaluation felt welcomed and included in meetings, and that their contributions were valued. A member of SOVA/WiW staff said,

"People have taken their views very seriously, probably more seriously than anyone else around the table. When a trainee speaks, everyone is very, very attentive.....I think we've learnt a lot from the women in the target group."

However, one trainee interviewed particularly highlighted the difficulties of trying to represent all women:

"I think my role was to voice my perspective from where I'm coming from...I was speaking from my experiences, but trying not to make it solely me, which can be very hard at times when you look at the other women."

This does raise questions about how best to ensure that a representative voice is heard from the target group of women, and the most appropriate support for women trainees undertaking that task.

The area of leadership is explored in the following section, but it is useful to note here the implications of SOVA's role as lead and managing agent for partnership. One interviewee explained that it works well as a partnership, but that it does not operate as a partnership of equals, because the responsibilities and the risks lie with SOVA, who have proportionately more invested in the programme than the other agencies, but that this had shifted over time:

"The complexity of partnership and what partnership means is wrapped up in this. I think it changed, I would have had a sense early on that the DP Committee, which had in theory all the partners who'd signed up to the project, was overseeing the management of the whole thing."

Over time it became clear that SOVA was responsible for the management and that partner involvement was advisory, supportive and so on.....I think also that SOVA had to ensure the project happened.....it had to ensure it met its objectives, so it had to drive things forward."

This was echoed by the SOVA Chair of the DP Steering Committee in her interview, who also reflected on the impact on the partnership of SOVA's responsibilities as managing agent. She went on to suggest that the reason for some agencies disengaging may have been due to a consequent lack of clarity about their role within the partnership and how it might benefit them.

This latter point relates also to the involvement of associate members in the DP, which has been very little over the period of Action 2, despite a potential list of 59 associate members listed in the DP Steering Committee Terms of Reference. In Phase 1 several Special Interest Groups existed around resettlement, ETE, transnational work, monitoring and evaluation and peer research/engagement. Part of their function was to provide fora where associate members could engage with WiW over current areas of concern and policy development, as well as exchanging information and networking. These groups were not effective in doing that and following the Phase 1 evaluation, a paper was produced by the then Programme Director describing the background to a decision to terminate these groups, in favour of "consultation and collaboration events". The paper also proposed that the established Equal Opportunities and Diversity Advisory Group should be maintained, reporting directly to the DP Steering Committee, and that the Commissioning Group should become a Pilot Project Management Group, reflecting the delivery stage of the pilot projects. These groups have successfully drawn in DP members, but not associates, as indicated in the tabulated information about agency attendance in Appendix IV.

Points to note and consider

- The importance of continuing to nurture relationships
- How best to enable and support women trainees on the DP
- How to establish a key purpose and role for DP members and associates
- That the strategic place of DP members in their own organisation has an impact on their own ability to move things forward

Reference

Handy, Charles 1999 Understanding Organisations Penguin, London

II Leadership and governance

Some reference to SOVA's role as lead agency has already been made and this section will further explore the question of leadership within and by the DP, as well as its function in monitoring performance and adherence to programme objectives.

The previous evaluation raised important questions about the DP Steering Committee's role in decision-making and specifically the impact of a rather fluid DP membership and, at that stage, a significant number of trainees during the peer research phase attending various DP meetings. In general that evaluation found a lack of clarity about who should be attending meetings and, although this is clearly spelt out in the Terms of Reference that were subsequently revisited in mid 2004, this still seems to some extent to be the case today, as evidenced by the variable attendance charted in Appendix III.

Following a presentation on the previous evaluation, the DP Steering Committee on 12 February 2004 discussed its role and the notes of that meeting record that

"It was noticed by the group that the DP had moved away from its original purpose as a decision-making body to a meeting where reports are tabled and progress up-dates given. The DP needs to have a definite role."

Discussion then moved on to the Commissioning Group and a potential overlap in roles, which were picked up in a discussion paper presented to the next DP Steering Committee by the then Programme Director.

In interviews during this evaluation, DP Steering Committee members still identified it as a body that does not make clear decisions and that it "lacks teeth". Agency representatives, trainees and SOVA/WiW staff all describe an informal decision-making process, with time being given to discuss issues and achieve consensus. This is seen as being cumbersome and not always comfortable, but worthwhile nonetheless. Minutes of the DP Steering Committee reflect a style of meeting that has an inclusive and rounded debate but few critical issues brought to it for decision, hence

"I don't think its used as a collective decision-making body very often.....it's used to support and endorse decisions rather than to make decisions and I think it's used appropriately in that capacity."

The above comment from 15 months ago still appears to be pertinent, with the same standard items on the meeting agendas and more recently including reports on the Equal Round 2 work.

This latter point is significant in how WiW progresses business, which by and large is not through the formal DP Steering Committee meetings but often by SOVA/WiW in consultation with key DP members outside of meetings. Some DP members referred to this in their interviews but seemed to suggest that this was a pragmatic – perhaps even necessary - way of SOVA fulfilling its responsibilities in managing the programme, if less involving of partners than might be wished. However, this does raise important questions for the DP to look at again about the respective roles of the DP Steering Committee and SOVA in making key decisions, particularly as they will frequently involve risks that will have implications for SOVA and there is clearly a tension about sharing those decisions.

One important consideration is the current position of SOVA as Chair of the Steering Committee and the effect that has on the functioning of the group – not a factor that was commented on greatly by interviewees but was raised by the present Steering Committee Chair. This had been raised, however, at a meeting of the DP Steering Committee during discussion of Terms of Reference. At that point the benefits of having an independent Chair were noted, but it was felt that it was not appropriate to move the Chair at that time (although, significantly, this change has taken place in the Equal Round 2 work).

Throughout this evaluation it has been clear that leadership in this DP comes from SOVA as managing agent, not from the DP Steering Committee. Styles of leadership are usefully characterised by Fincham and Rhodes (1999) as being

- Exploitative autocratic
- Benevolent autocratic
- Consultative or
- Democratic

The style of leadership demonstrated by SOVA in the WiW DP, using that typology, can be identified as closer to consultative than to democratic, despite the undoubted commitment to the philosophy and practice of inclusivity (this is not necessarily contradictory). Whilst this does not seem to be problematic for DP members, it does have implications for the partnership, namely that it encourages a more passive involvement from partners and limits the potential for constructive challenge.

Although it should be noted that interviewees did not identify the need for particular challenge during this evaluation period, the ability to confront perceived difficulties or problems is important. There has not been a situation to date where there has been significant disagreement within the DP or between the DP and SOVA about a decision or action, so the ability of the DP to deal with that in a robust way is untested. Neither does there appear

to be an explicit mechanism for handling such situations. Terms of Reference exist for both the DP Steering Committee and PPMG (carried over from the previous Commissioning Group) but neither refer to procedures in the event of dispute, and this should be addressed by the DP as a matter of principle. A quote from one DP member illustrates:

"By and large one has to say that the context we are talking about is a project that works very well..... so there weren't any test cases for problems..... if I was unhappy about something, I could express it to any member of the WiW team and if it chimed with their concerns, it would get acted upon..... but I suppose I am keen to have a mechanism for that (conflict resolution) to happen, because in the absence of it, you only test it out when there's a severe issue and then it can become highly problematic."

Interviewees overall were satisfied about their role in terms of the overseeing and governance of the programme. It is notable that DP Steering Committee minutes do not show an explicit monitoring of items in the Action 2 workplan, and this was confirmed by the Acting Programme Director. Evidence suggests this is indicative of both the high level of confidence expressed by partner agencies in SOVA's ability to manage and administer the programme and a focus once the pilot projects came on stream upon service delivery.

The Commissioning Group, subsequently becoming the Pilot Programme Management Group, was in contrast described by interviewees as having a role that required it to "have more bite" and to make decisions. It has been chaired throughout this period by the SHU representative, and because of the more task-orientated nature, the minutes of meetings demonstrate a greater attention to the detail of monitoring project expenditure and performance. Where possible it was held on the same day as the Pilot Project Group to facilitate speedy and effective communication, and what comment was made about this arrangement suggests it was seen as useful.

Whilst the DP Steering Committee in Phase 1 of Action 2 was responsible for impressive innovatory work around the peer research project, SOVA/WiW staff expressed interesting perceptions of this changing in Phase 2: the overriding view was that the DP were receptive and willing to support and endorse actions proposed by the WiW staff or pilot projects, but that they did not themselves generate ideas and innovation. This perception was reflected elsewhere and it was suggested that this might be a facet of involvement with the DP being only one part of a busy job for some DP members, whilst WiW staff are focused on the programme delivery and how to improve and develop it. This may have become more the case as the staff group has grown and become established. The DP needs to consider, however, how to move partner members out of a "comfort zone" and re-engage them in driving the work forward in Equal Round 2 and introducing innovatory thinking from outside.

Points to note and consider

- How to share leadership more effectively between SOVA and the DP
- How disagreements or disputes might be resolved should they occur
- Where the Chair of the Steering Committee should be drawn from and whether the Chair should be independent
- How to use the partnership to generate more innovatory thinking

Reference

Fincham, R and Rhodes, P 1999

Principles of Organisational Behaviour Oxford University Press, Oxford

III An inclusive and innovatory approach

This section will address the DP's performance against the Equal principles of empowerment and Equal Opportunities. The Equal Opportunities and Diversity Manager (EODM) – a post unique to this DP – has been in place since early 2003 and her role, along with the pre-existing Equal Opportunities and Diversity Advisory Group (EO&DAG) has fuelled the pace of WiW's progress on empowerment and Equal Opportunities. Central to this is a broad understanding across the DP that this work extends beyond a narrow focus on gender and race, and must seek to recognise and address discrimination in all its forms.

The EO&DAG has been chaired throughout Action 2 by NACRO and reports directly to the DP Steering Committee, with meetings routinely being held on the same day. This forms a standard agenda item for each DP Steering Committee. Interviewees in this evaluation identified the value of this group in its ability to take on detailed work on specific diversity issues, as well as its role in ensuring that Equal Opportunities and diversity are kept to the forefront.

One significant piece of work undertaken by the EO&DAG was the diversity audit, which gave insight not only into the diversity of people involved in WiW in different capacities but also the barriers to attendance and participation that need to be addressed. Attention was already being given to the appropriate timing and venue for meetings so as not to exclude people, but this audit confirmed that these actions were appropriate and underlined a commitment to look further at what could be done to promote maximum inclusion. In other respects the value of the diversity audit was arguably limited by a relatively small group responding and the fact that figures for staff, pilot projects and DP members were aggregated.

Meetings and events have been regularly organised outside London, to emphasise that this is a national, not a London-based, programme. However, Sheffield has consistently been used as the alternative venue, rather than a wider range of possible options.

Interviewees recognised the considerable effort that SOVA/WiW staff make to ensure that women trainees are enabled to attend meetings, conferences and other events. This includes liaison with prisons for women serving sentences, making arrangements for travel and sorting out any other practical problems. Trainees have been active participants in conferences such as Opening Doors, Opening Minds in January 2005, and have received support to do so. This is empowering to those individuals – as powerfully illustrated by one of the trainees interviewed – but is additionally significant in making sure that those professionals and policy makers in attendance hear the experiences of this disempowered group of women clearly and directly.

In terms of WiW, the two main mechanisms for empowerment apparent from this evaluation were the peer research and the involvement of trainees in the DP, both of which were identified more readily by DP members than the work of the pilot projects.

The peer research was widely described as having a range of beneficial outcomes for the women involved through the training and development opportunities that enabled them to build up skills and the confidence that is so eroded by the prison experience. Trainees who had been involved in the peer research also identified that it had some empowering effect for the women they interviewed, who were made to feel that their experience and views were valued. For most DP members, as well, the peer research was seen as the most innovative aspect of WiW and the part most likely to have a lasting effect through the Moving Mountains report and the precedents set by having women prisoners being given access to other prisons.

Whilst the peer research was being conducted, the trainees were encouraged to attend DP meetings as part of their learning and development, an innovation in itself. The implications of this for the conduct of meetings was not directly commented upon in interviews, but the previous evaluation did raise a question about how their presence at DP Steering Committee, in particular, might have influenced decision-making.

Whilst all DP members were positive about the inclusive nature of the DP meetings, a minority pointed to a tension between the need to deal with the business in hand and attending to the process of the meetings. There is perhaps a degree of inevitability about this, given the value placed on inclusion, but moving into Equal Round 2, where the scale of both programmes is larger, the two DPs will need to give attention to achieving and maintaining an appropriate balance between task and process, and consequent implications for facilitating trainee involvement.

The monitoring report submitted to Equal for the calendar year 2004 gives an indication of the diversity of the beneficiary group across the whole programme. Of 133 beneficiaries, 78 were identified as white British and the other 55 from various ethnic groups, the largest (15 women) being Black or Black British. Almost 50 women were recorded as having either a mental illness or impairment – reflecting the very high incidence of both within the inmate population – whilst only three had physical disabilities. The 133 women had diverse backgrounds and experiences, such as homelessness (51), substance misuse (83), offending (115) and sex work (18). A significant number (31) also had caring responsibilities or were lone parents. This suggests that the programme is reaching the disadvantaged groups intended and that as a generalisation the pilot projects have been selected appropriately by the Commissioning Group.

The pilot projects have been monitored and offered assistance in working towards diversity by the EODM, who has played an active role in gate-keeping the Equal Round 2 applications and ensuring that the Equal Opportunities goals set for Equal Round 2 are informed by the experiences of Equal Round 1. The original Implementation Plan was constructed in a way that made it difficult to work to and the real strengths of the Equal Opportunities and empowerment work appear to have been achieved outside of that framework and through the energy and enthusiasm of key staff. Again this relates to the discussion in the previous section about the role of SOVA/WiW staff in carrying forward areas of work, rather than the DP itself, although saying that it should also be recognised that the DP early on established the structure in which Equal Opportunities are being delivered, devoted resources to the EODM post and adopted a strong Equal Opportunities statement.

Further items to note from the workplan include the Empowerment and Employability Assessment Tool, which was developed by SHU and tested out in the pilot projects. A manual, Tackling Barriers to Employment from a Female Perspective, has been produced as have a variety of training courses for women. A Women's Centre Directory was also commissioned with underspend from the pilot projects and has been printed in hard copy as well as an electronic version for use in the Secure Estate.

Communication is critical in keeping individuals and organisations involved and a regular Women Into Work Newsletter has been circulated. Sadly efforts to open up an electronic dialogue and a means of conveying information via the Community Justice Portal at SHU has not been successful. There may be several factors involved here including unfamiliarity or lack of ease with the technology, preference for face-to-face contact or simple lack of time. However, this remains a medium that could be more fruitfully exploited in future.

The empowerment and Equal Opportunities aspects of WiW have been successful, and recognised as key strengths by the Equal Support Unit during their monitoring visits. One interviewee noted that

"In this project I don't think you've got the target group over there and the professionals over there..... there's a breaking down of that barrier the group is not a passive recipient of services, but it will also take a lot to sustain because those barriers come up again very quickly if you're not careful."

The progress made could be jeopardised by complacency, but the sense from interviewees and particularly from SOVA/WiW staff is very much that this will not be allowed to happen and that they will continue to push at the boundaries. Pivotal in that is the self-declared "passion" of the EODM:

"Sometimes when you have one person who focuses on one thing specifically, it means no one else looks at it. I don't think that happens here. She certainly manages to communicate that view of Equal Ops to anyone who'll listen and I think she heightens awareness."

Points to note and consider

- EO and empowerment are areas that are real strengths for WiW
- How to encourage a more active ownership of EO and empowerment issues amongst DP members
- How to increase the dissemination and mainstreaming of the EO and empowerment practices that have been so effective internally in WiW

IV Transnational work

Transnational work is a complex area and is being separately evaluated. The comment here, therefore, is necessarily brief and concerns itself with DP involvement and perspectives on the transnational co-operation.

The most striking feature from the DP interviews was the marked contrast in interest and commitment between the WiW staff and SHU, compared to the other DP members whose awareness and engagement was relatively low. Several reasons were put forward to explain this including a prioritising of domestic business and relationships, time constraints and practicalities. For a small minority of DP members also there were questions about whether the effort involved in this work has brought sufficient benefits to date and a degree of scepticism about its merit. However, this was balanced by a very strong statement from the Transnational Co-ordinator about an unexpected benefit of transnational work:

"It's about learning things from other people, but it's also about learning how well you are doing.... looking at our standard. It helps us reflect back on our work and its value.....I don't think that's something that we originally thought would happen."

Certainly, during Equal Round 1, the potential for learning from other countries and informing the work here by international comparison has not been as significant as envisaged. The DPA for Action 2 set out some ambitious expectations for transnational work and its influence on UK and EU strategies for the social inclusion, employment and training of disadvantaged women and ex-offenders, which have been realised to only a limited degree. Similarly, there has not been the anticipated level of exchange of "innovative intervention models of supporting disadvantaged women into the labour market which can be transferred to other disadvantaged groups". On a more positive note, there was considerable interest from European partners in the peer research methodology. It is significant, however, in looking at the achievements that the Transnational Co-ordinator only came into post on December 2003 and so has not been in a position to make an impact throughout the whole of Action 2.

The original Transnational Co-operation Agreement (TCA) for Mikiri was approved by partners in September 2002 and has not been formally reviewed, despite a recognition that it has not proved easy to work with in practice and despite the withdrawal of the Portuguese partner. For Equal Round 2, the TCAs have been developed with the benefit of Round 1 experience and input from the Transnational Co-ordinator so it is hoped that the goals will be more

realistic and that there will be a correspondingly greater impact from the transnational work.

The Transnational Co-ordinator has worked hard to promote the transnational work and minutes of the DP Steering Group meetings show that there is a report-back on activities, including visits to/from partners and events, at each meeting. There has been more response to events in the UK, such as the transnational meeting on 25 and 26 March 2004, which incorporated a "market place" session for domestic partners. Interestingly the early part of the meeting with transnational partners discussed common problems in engaging workers in all the participating countries, and also how to involve people coming forward to contribute at a strategic, research/evaluation or practitioner level – which still remains a challenge within diverse and multi-layered partnerships.

One stimulating piece of practice in getting over cultural and language barriers with international partners took place with the Swedish partners, where drama and action methods were used to explore shared understanding of the – admittedly complex – concepts of innovation, diversity, equality and empowerment.

The one consistent DP input to transnational work has come from SHU, whose energy and enthusiasm has been a key driving force behind this work. However the SHU representative was certainly aware of the issues about engaging others:

"The potential connection, the potential added value for transnational work is enormous. I think translating that into practical application is more difficult. Understandably, the domestic projects dominate WiW business and as a result transnational work can feel as if it's an added extra."

In order to encourage other participation, including beneficiaries, WiW has been able to pay expenses and accommodation. The Transnational Co-ordinator has worked closely with the EODM to tackle identified barriers and to open up opportunities as widely as possible. However, despite encouragement there has been relatively little take-up from trainees, some of which is due to difficulties securing agreement for women under licence on release from prison to leave the country.

The separate evaluation report will detail more explicitly the international events attended through the Mikiri partnership and their outcomes. Here it is sufficient to note that there has been consistent involvement of SOVA/WiW staff at European conferences and other events, and that this has formed part of the dissemination and mainstreaming work of the partnership, most recently at Employment Week in Brussels during April 2005. The question that is left at the end of this examination is how the obvious benefits of

transnational work for the WiW staff are percolated out to the wider DP, informing decisions, structures and practices.

Having said the above, transnational work can be seen as intrinsically innovatory and European co-operation on this scale was new to SOVA, so there have been elements of trial and error during Action 2, and some relationships, particularly with Better Release in Sweden, have been closer than others.

Points to note and consider

- The findings of the transnational evaluation should guide the way forward for this area of work
- How to make the transnational work more impactful in Equal Round 2
- How more effectively to use the transnational work to inform the DP during Round 2

V The impact of Women into Work

Again there are separate evaluations underway of the Action 3 stage (dissemination and mainstreaming) and the pilot projects. The previous section entitled An Inclusive and Innovative Approach also contains some information about the numbers and profile of women from the target group involved in the programme, albeit smaller than would otherwise have been the case because of the delayed start for the pilot projects and the absence of figures for 2005 (which are not yet available). This section, therefore, will concentrate upon the role of DP members and DP actions in ensuring that WiW has a lasting impact.

For the majority of DP members and staff alike the aspect of WiW that is most likely to have on-going influence is the Moving Mountains report, not only in giving a powerful voice to an otherwise unheard constituency of women, but also in the academic world through promoting a new research paradigm. The report has been circulated in the Home Office and Prison Service, as well as amongst academic criminologists, and has been referred to in Home Office documentation regarding the commissioning of services for women prisoners. At the time of publication, a Braille version was produced for the then Home Secretary, David Blunkett.

Through Moving Mountains and the peer research project, WiW has ensured an increased profile with policy-makers and degree of WiW brand recognition, enhanced by the role of the Marketing and Dissemination Manager who has been in post since September 2004. However, the Equal Support Unit had identified in their most recent monitoring report that WiW was rare in aiming to combine within the same programme undertaking a large-scale research project and then translating the findings into trials or demonstrations of interventions to address the identified barriers. Whilst the pilots have had undoubted benefits for the individual women involved, interviewees considered that this second aspect of the programme has been less successful: the level of innovation apparent in the peer research, they suggested, has not carried through to the pilot projects and, as a whole, they have not provided a blueprint for future interventions. The tight timescale involved in the tendering process was felt to be a significant factor in this. (Whether in fact that is the case will be examined in the separate evaluations of each pilot project).

In terms of spreading the messages of WiW, interviewees were confident that DP members were taking information and analysis back into the hierarchy of their organisations, to Boards of Trustees and so on, and that members were acting as ambassadors for the programme:

"It's the active members again seem to have done a lot....people have been very good at opening doors for us and letting us know about opportunities, and also putting out the message, if you like."

SOVA/WiW staff also cited partner members providing contacts and invitations to conferences and other events, particularly in the criminal justice field. However, the extent to which this is effective will be dependent upon the range of DP members and their position in their organisations – which has been the subject of previous discussion and was summed up by one DP member who said

"the other thing is that WiW being a bottom-up project....the WiW staff group as a whole do not have much access to the great and the good."

In particular, during Action 2 there has been a lack of strategic policy makers involved from the DfES (OLSU) or Job Centre Plus and it seems likely that influence in the area of ETE has been minimal (although this will be more specifically assessed in the evaluation of dissemination and mainstreaming).

The absence of links with relevant strategic decision-makers has not been the only limiting factor on long-term impact. The original vision of a national programme has been recognised by SOVA as too ambitious, leading to a decision to work in only four regions during Equal Round 2. This should enable relationships to be built with Regional Development Agencies, Local Strategic Partnerships, Local Learning Skills Councils and other strategic bodies at a regional and sub-regional level, which it is envisaged should be more effective in embedding the learning and practices from pilot work. It may also allow for linkages with the regional structure for the newly created National Offender Management Service (NOMS).

No discussion of the impact of the WIW DP can be complete without reference to the impact on the women trainees who have been involved with the DP. Whilst small in number, the effects for these women have been life-changing and, in the case of the two interviewed for this evaluation, has provided a spring-board for further self-development. The Acting Programme Director said

"We've seen a huge difference in some of the women from when they first had contact with us and how they are now and what they do now."

More widely, the programme, by December 2004, had involved 366 women altogether of diverse backgrounds and with diverse needs. Their lives have been touched, borrowing the words of one interviewee, "in peripheral and profound ways". Many of these were involved with the peer research and this in itself has set useful precedents in the Secure Estate in terms of prisoners moving between one establishment and another to undertake the

research. This was, however, achieved through negotiations with individual prisons, rather than a policy change in the Prison Service across the board.

The SOVA/WiW staff group has been active in attending both national and international events, such as Capitalwoman (March 2005) and Employment Week in Brussels (April 2005). The EODM has also been used as consultant over Equal Opportunities issues by other DPs, who are less advanced in their thinking and practice. Conferences run directly by WiW, such as Actions Speak Louder than Words (October 2003) and Opening Doors, Opening Minds (January 2005) have been impactful and have drawn in a wide representation, although again supported rather than generated by the DP and arguably not reaching as much of the desired audience of policy-makers as wished.

With reference to the Workplan for Action 2, all items have been completed by the end of the period, with only one change to Item 5.2 where courses have been delivered, rather than employment-related materials produced for women. The workplan is attached as Appendix IV.

In summary, WiW has been stronger in terms of dissemination than ensuring that results are mainstreamed, and to the extent that either have been achieved, this evaluation would suggest that it is by dint of SOVA/WiW staff, facilitated by DP members, rather than by the agency of DP members themselves. Furthermore, the context where the programme seeks to achieve change is important as recognised by one DP member who commented that

“So far it has been successful in winning hearts and minds, but given the current political and financial climate, there are constraints on how things can be delivered differently in mainstream services.”

Therein lies the real challenge for Action 3 and for the Equal Round 2 work!

Points to note and consider

- WiW has benefited a large number of women through the peer research and pilot projects, but has had less impact than intended upon strategic policy
- The Moving Mountains report has been well received and has received widespread recognition
- The WiW DP has been stronger in disseminating the messages of WiW than it has been in ensuring mainstreaming
- The range, position and seniority of DP members is significant in their ability to assist dissemination and mainstreaming

Summary and conclusion

Overall this evaluation has found that a vibrant partnership has formed around WiW, which is enjoyable and stimulating to members. It is in itself a real achievement that WiW has managed to create and maintain relationships with diverse organisations, as encapsulated by the Acting Programme Director when she commented

"You know, we talk about statutory and private and voluntary sector working together and joined up working and all that - it's a bit of a catch-phrase, isn't it? - but I think we really have."

Nevertheless, there are lessons to be learnt from the way the DP has formed and operated and the main points, both positive and cautionary are summarised below.

Firstly, in terms of the outcomes and outputs of the programme:

- **There have been significant achievements in relation to all 5 Equal principles**
- **Separate evaluations will look at detail of achievements in transnational work, mainstreaming and the pilot projects**
- **But the DP has not been as effective as intended in shifting policy at a strategic level – perhaps due to inadequate timescales, but also to gaps in representation on the DP**

With regard to partnership working and "moving the business forward":

- **This is a co-operative, flexible example of multi-agency partnership with a real "feel good factor"**
- **Involvement is very time-intensive and this causes a problem in securing the involvement of some senior officers and also for small voluntary organisations**
- **On the whole a good balance has been achieved between task and process, but that balance between promoting inclusivity and progressing business will need further attention in Round 2**

On leadership:

- **Leadership has come primarily from SOVA and questions have been identified about sharing risk and responsibilities – when ultimately accountability lies with SOVA as lead agency**
- **SOVA and the WiW staff team have been identified as the main driving force, with the DP being used to endorse and support**

decisions, ideas and innovations - should this be changed and how?

- **No significant issues of disagreement or conflict have arisen in Action 2, but neither is there a mechanism for resolving such difficulties should they arise**
-

Regarding the 5 Equal principles:

- **There was major innovation around peer research resulting in Moving Mountains, but the pilot projects are perhaps less so (to be the subject of a separate evaluation)**
- **Empowerment and Equal Opportunities have been well integrated throughout and are real strengths of the programme**
- **The involvement of women beneficiaries in the DP has contributed to the innovation, empowerment and EO strands, but what structures should be there to support women in their involvement with the DP?**
- **The potential impact of transnational work has not been seen in this Equal Round, but may be more so in Equal Round 2**
- **Dissemination has been stronger than mainstreaming, but largely driven by SOVA/ WiW staff, not strategically by the DP**

And more generally:

- **Women Into Work has established a solid foundation to build on in Round 2**
- **The programme has performed well against the workplan established at the outset**
- **The staff team are hard-working, dedicated and professional and have earned a high level of confidence and respect from partners**
- **The high premium put on establishing and maintaining relationships with DP members has paid off**
- **Throughout this evaluation most DP members have shown themselves individually open to reflection and challenge – keen to learn from Equal Round 1 and take lessons to Equal Round 2. The DP needs to ensure this is also collectively the case and this report, along with other evaluations, will contribute to that.**

Finally, all participants in this evaluation were convinced about the aims and the approach of WiW, valuing its achievements and the less tangible, "softer" outcomes of the work. One interviewee described it as an organisation that "*walks the talk*" and those going forward into the Equal Round 2 work are committed to ensuring that continues to be the case as Themes A and H develop.

Glossary of terms and explanatory notes

Action 1	Setting up stage, establishing the partnerships and workplan
Action 2	Delivery stage - in Equal Round 1 this was divided into Phase 1, which comprised the peer research, and Phase 2, which involved pilot projects commissioned on the basis of the research findings
Action 3	Dissemination and mainstreaming stage
Beneficiaries	Women involved in the peer research and pilot projects
CAST	Creative and Supportive Trust - London based voluntary agency, a member of the DP and delivery agent for a pilot project in Action 2
CJS	Criminal Justice System
Commissioning Group	DP Subgroup that was the forum for key decision-making about commissioning pilot projects in Action 2
DP	Development Partnership
DPA	Development Partnership Agreement - formal agreement approved by the Equal Support Unit to which all partners have signed up, outlining the nature, purpose and tasks for the partnership.
DP Member	Those key agencies signed up to the DPA
DP Associate Member	An agency not signed up to the DPA, but still involved in WIW work, this may include agencies delivering the pilot projects in Action 2
EO&DAG	Equal Opportunities and Diversity Advisory Group - subgroup reporting directly to the DP Steering Committee
EODM	Equal Opportunities and Diversity Manager
ETE	Education, Training and Employment
Moving Mountains	Report produced by SHU from the peer research in the Phase 1 of Action 2
NACRO	National Association for the Care and Resettlement of Offenders - national voluntary organisation, a member of the DP and delivery agent for a pilot project in Action 2

NOMS	National Offender Management Service - merger of the Prison and Probation Services which began in July 2004
NPD	National Probation Directorate
OLSU	Offender Learning Support Unit, specialist section of the Dept for Education and Skills
Peer Research	Innovative research methodology which involves training and supporting women from disadvantaged backgrounds to interview other women and collect research data
PPMG	Pilot Projects Management Group - created from the original Commissioning Group to oversee and monitor the progress of the pilot projects
SHU	Sheffield Hallam University
SIG	Special Interest Groups - small working groups established in the first phase of Action 2 with the intention of involving associate members, but later abandoned due to lack of engagement
SOVA	National voluntary organisation and lead agency for WIW
TCA	Transnational Co-operation Agreement - agreements signed with international partners outlining areas of mutual interest and joint enterprise
Trainees	The women who have been trained and involved in the peer research
WEETU	Women's Employment, Education and Training Unit- Norfolk based voluntary organisation and delivery agent for a pilot project in Action 2
WEPU	Women's Estate Policy Unit, specialist section of the Prison Service
WIW	Women Into Work

Appendix I

Women Into Work Staff Group

Programme Director	Nichola Cadet	until Aug 2004
Acting Programme Director	Julie Otter	from May 2004
Programme Manager	Julie Otter	until April 2004
Transnational Co-ordinator	Val Monti-Holland	December 2003 (also Acting Programme Manager from May 2005)
Equal Ops and Diversity Manager	Maryann Quinn	February 2003
Dissemination and Marketing Manager	Joanne Tate	September 2004
Training/Peer Development Co-ordinator	Amy Christian	from Dec 2003
Administrative Support Officer	Amy Christian	until Nov 2003
	Paul Rotherham	from Feb 2004
Finance and Monitoring Manager	Clare Bateman	September 2002

Appendix II

Membership of the Development Partnership Steering Committee in Phase 2 of Action 2

CAST	Kate Belinis	Director
DfES, OLSU,	Michael Heanue	Learning and Skills Advisor
Home Office	Liz Hogarth	Head of Women's Policy Team
Job Centre Plus	Liz Crowther	Policy Advisor
NACRO	Jackie Lowthian	Prison Development Manager - Women
	Beverley Provost (consultant)	Chair of EO&DAG
Nat. Probation Directorate	Marcus Smart	Learning and Skills Unit
Prince's Trust	James Cathcart	Young Offenders Co-ordinator
Prison Service	Chris Dolphin	Head of Unit, WEPU
Sheffield Hallam University	Prof. Paul Senior	Research Centre for Community Justice
SOVA	Pat Roach	Deputy Chief Executive
Stonham Housing	Sonia Middlemiss	Basic Skills Co-ordinator
Trainees	Marcia Allen	
	Kim Davies	

NB the substance misuse agency, Addaction, had been a DP partner at the beginning of Action 2, but by the start of the second (pilot project) phase had dropped out.

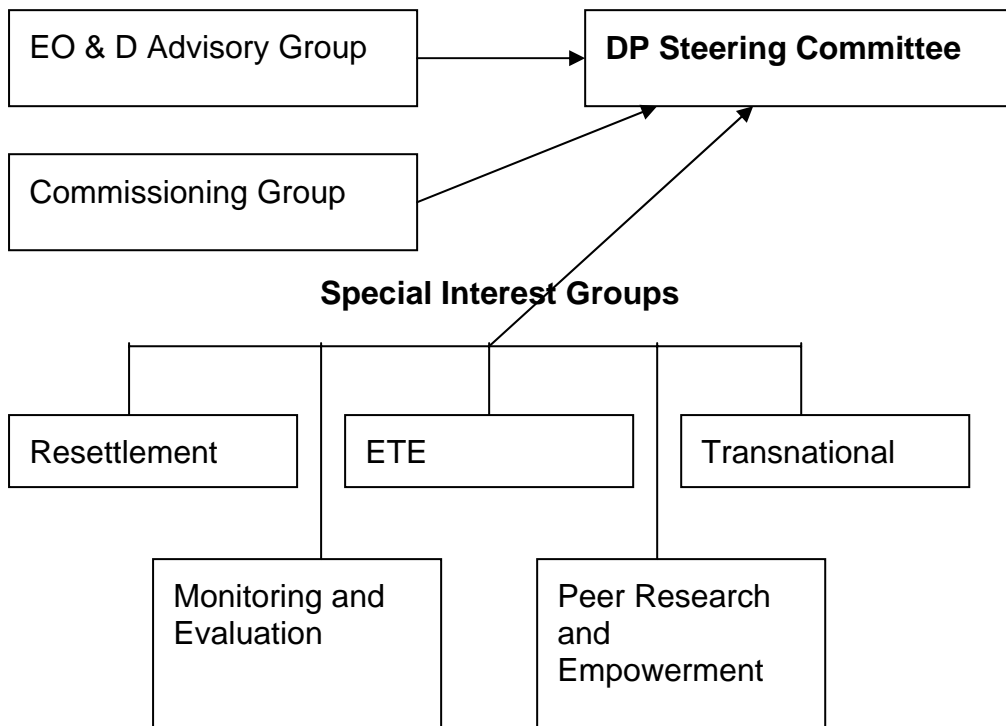
Pilot Projects in Phase 2 of Action 2

Creative Business	
CAST	The Network Club
NACRO	Straight to Work
SOVA	Peer Mentoring, Support and Resettlement Pilot
WEETU	

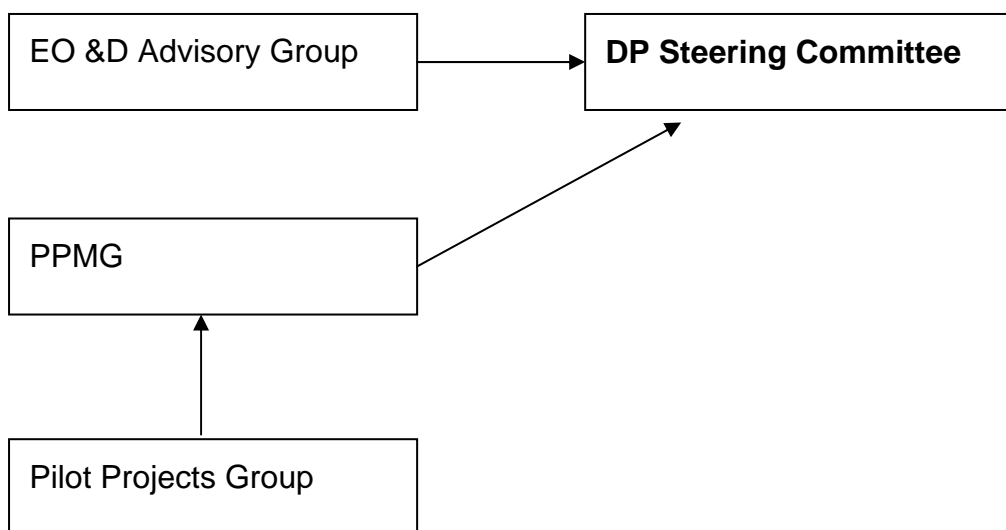
Appendix III

DP Meeting structures

In Phase 1 of Action 2



In Phase 2 of Action 2



Appendix IV

Summary of agency attendance

Development Partnership Steering Committee Meetings

Agency	12 Feb 04	21 April 04	16 Sept 04	10 Dec 04
SOVA Chair*	yes	yes	yes	yes
Programme Director**	yes (2)	yes (2)	yes	yes
Transnational Co-ordinator	yes		yes	yes
EO & Diversity Manager		yes		yes
SOVA Develop Manager		yes		
Dissem/Marketing Ma'ger			yes	yes
Prison Service, WEPU			yes	yes
Prison Womens Policy Team				
Nat Probation Directorate	yes (sub)			yes
NPD London Area	yes			
NPD Norfolk Area	yes			
NACRO	yes (2)		yes	
NACRO Chair of EODAG	yes	yes	yes	yes
CAST	yes	yes	yes	
SOVA Pilot Project		yes		
Stonham	yes	yes (2)	yes	
SHU		yes	yes	yes
SHU Researcher	yes			
Job Centre Plus			yes	
Trainees	yes	yes	Yes (2)	Yes (2)
Addaction				
Princes Trust				
No in attendance	14	12	14 + 2	9 + 1
No of voting members	8	6	9	5
Apologies	4	5	7	5

- * The SOVA Chair changed after the first meeting in this phase from Janet Lewis-Jones to Pat Roach
- ** At the start of this period Julie Otter was still working as Programme Manager, but from May 2005 began acting up as Programme Director – the PM has not been entered here separately

NB the shaded area denotes SOVA/Women Into Work staff.

Commissioning Group/Pilot Programmes Management Group

Agency	10 Mar 04	24 June 04	30 Sept 04	10 Dec 04
SOVA Finance Director		yes	yes	
Programme Manager/Director	yes	yes	yes	yes
Transnational Co-ordinator		yes	yes	yes
EO & Diversity Manager	yes			yes
WIW Finance and Monitoring Officer	yes		yes	
Other SOVA finance personnel				yes
Prison Service, WEPU	yes	yes	yes	yes
Nat Probation Directorate				yes
NPD London Area				
NPD Norfolk Area	yes			
SHU (Chair)	yes	yes	yes	yes
SHU Researcher			yes	
Job Centre Plus	yes			
Trainees	yes			
No in attendance	8	5	7	7
Apologies	3	5	6	5

Equal Opportunities and Diversity Advisory Group

Agency	21 Apr 04	14 July 04	28 Feb 05	21 Apr 05
SOVA DEO	yes	yes		
Programme Manager/Director	yes	yes (2)	yes	
Transnational Co-ordinator			yes	
EO & Diversity Manager	yes	yes	yes	yes
Training/Peer Development Co-ordinator			yes	yes
SOVA Regional Director	yes		yes	
SOVA Project	yes (4)	yes (4)	yes	
WEETU	yes			yes
NACRO	yes (4)	yes	yes (3)	yes
NPD Norfolk Area	yes			
CAST		yes	yes (2)	
Pro Mentoring				
Stonham				
SHU Researcher				
Job Centre Plus				
Trainees	yes (2)	yes		yes (2)
No in attendance	11	14	11	4
Apologies	4	10	4	11

NB where agencies are listed but no attendance recorded, those agencies have given apologies on one or more occasions.

Appendix V

Action 2 Workplan

DP OUTPUTS	DPA No.	Details	Date achieved/ expected	Further Information
1. New or improved promotional methodologies (individuals & employers)	1	1. Event promoting practical links between female prisoners and local employers	15 th March 2005	Employment fair to be held by NACRO pilot project at HMP Send
2. New empowerment or capacity-building methodologies (Individuals & organisations)	3	2.1 Peer research, identifying barriers from female offenders perspective	June 2003	28 women from target group trained to conduct research and 299 women interviewed.
		2.2 Inviting female offenders to sit on the DP steering committee & Equal Opportunities Advisory Group	2002 – current	Female (ex) offenders supported & trained to take an active role in all aspects of WiW – DP Steering Committee, EODAG, pilot project management group
		2.3 Disadvantaged women involved in the design and delivery of the pilot projects	2004 – 2005	Disadvantaged women involved in commissioning process of pilot projects, and in the design and delivery of all 5 pilot projects.
		2.4 Empowerment & employability form	2004	Designed, piloted & in use.
3. New equal opportunity or positive-action measures (individuals & employers)	1	3. Pilot projects with employers specifically for women	2004 – 2005	All 5 pilot projects are exclusively for women and all have links with employers.
4. New information & guidance services	1	4. New information & guidance services for women in prison	2005	National Women's Centre Directory commissioned, published and distributed to all women's prisons. An electronic version also to be available on the Prison Service Intranet
5. New learning, training materials and tool kits	2	5.1 Production of manual 'Tackling Barriers to Employment from a female perspective'	May 2005	Production of manual 'Tackling Barriers to Employment from a female perspective' to be produced & published
		5.2 Production of materials for women to assist them into employment	2004	Report writing & presentation skills course designed, written & delivered, specifically for women involved with CJS to gain confidence & skills to 'sell themselves' to employers.
6. New learning or training programmes & curricula	1	6. New programme specifically designed for female offenders	2002/2004	(i) Women and the Criminal Justice System. A gender perspective designed, written and delivered to staff and beneficiaries involved in the CJS.

				(ii) Introduction to counselling skills
				(iii) Assertiveness & communication skills
				(iv) Domestic abuse awareness
				(v) Cultural awareness & diversity
				(vi) Theory & practice of peer research
7. New qualifications	1	7. New qualification based on peer research outcomes	2004	ABC award in Business start-up accredited by University of the Arts.
8. New quality-assurance methodologies: standard setting accrediting and auditing	1	8. New standard for assessing needs of female offenders	2004	Equal opportunities & diversity audit designed & undertaken to assess barrier to female offenders (& other members) playing an active role in DP.
9. New databases	1	9. Database of UK & international agencies involved in work with disadvantaged women	April 2005	Database of agencies working with disadvantaged women throughout Europe
10. New IT, ICT and multimedia applications	1	10. Creation of 'Women into Work' website	(i) 2004	Database to record quantitative & qualitative beneficiary data
			(ii) 2005	WiW website designed & 'live'
			(iii) 2005	CD/DVD "Moving Mountains/Opening Minds" produced demonstrating themes of Equal/work of WiW DP & progress of beneficiaries
			(iv) 2005	Video of Norfolk Women into Employment & Training Initiative pilot project showing an insight into the work carried out and how this has supported beneficiaries

11. New networks created	1	11. UK & international network established	2004	Network of joint working in women's prisons created through work of DP in UK and transnational partners Europe wide.
12. New studies, policy & research reports	3	12.1 Report of peer research findings	(i)2003	Moving Mountains reports published
			(ii)2003	Executive Summary of above published
			(iii)2004	Evaluation of peer research phase of WiW undertaken, printed & distributed.
		12.2 Report of effectiveness of pilot projects	May 2005	Evaluation of Pilot Projects
		12.3 UK & international policy implications of 'Women into Work'	April 2005	Mikiri transnational evaluation
13a. Jobs created	11	13. New jobs created:- Programme Director (Job protected) Special Programme Manager, Equality and Monitoring Officer, Finance Manager, Support Officer (Admin), Researcher, Peer Research Assistants (3), Specialist Manager for Marketing & Dissemination, Co-ordinator (Training/Peer Development)	2004	
13b. Jobs protected	1			
14. New business start-ups	1	14. New business skills as a pilot project	2004 – 2005	Creative Business pilot project provided course in business skills.
15. New business support materials & approaches	1	15. Guidelines for women setting up their own business	2004	Guidelines debated and agreed in Creative Business Pilot Project.
16. New approaches to work-life balance	3	16. Pilot projects create new opportunities to work for female offenders	2004 – 2005	Opportunities to work for female offenders created by; (i) SOVA Peer Support & Resettlement project (ii) NACRO Going Straight to Work (iii) Work/life balance assessment toolkit

Appendix VI

Summary of beneficiaries from 2004 report to Equal (NB does not include the 2005 figures due to Equal reporting periods)

Category	2004	Cumulative
Numbers Involved	133	366
Of these nos unemployed	26	107
Ethnicity		
White British	78	231
White Irish	4	9
White Other	7	11
Mixed White/ Caribbean	9	18
Mixed White/asian	1	3
Mixed Other	3	8
Indian and Pakistani	0	4
Other Asian British	0	5
Black Caribbean	15	42
Black African	5	10
Other Black British	3	10
Chinese	3	10
Other	0	0
Not Known	3	3
Total	133	366
Disability		
Physical Impairment	3	20
Mental Impairment	20	35
Mental Illness	29	48
Not Disabled	81	263
Total	133	366

Target Area	2004	Cumulative
Exoffenders	115	304
Homeless	51	120
Refugees/Asylum Seekers	3	14
Travellers	1	10
Those from disadvantaged areas	15	30
Low skills base	20	26
Women over 50	1	7
Lone parents or carers	31	49
In Custody	74	213
Domestic Abuse	40	75
Sexwork	18	32
Drug and Alcohol Misuse	83	196
Total (NB women can be in one or more categories)	378	1082

Activities	2004	Cumulative
Advice and Guidance	133	366
Training	48	70
Training in the workplace	0	22
Basic Skills support	48	48
Work Placements	0	0
Job rotation/sharing	0	0
Assistance with job search	95	95
Needs assessment/planning	133	155
Motivation/orientation	133	155
Help in self-employment	13	13
Help into Lifelong Learning	25	47
IT training or support	20	20
Total	648	991

Appendix VII

Interview Format for DP Interviews

(NB Some interviews were varied from this standard format to reflect particular roles within the DP or job functions)

Start with explanation of evaluation brief and ask whether it would be acceptable to attribute comments and quotes. Notes will be taken of all interviews and tape recordings of face to face interviews, which will be kept secure and confidential.

For the purpose of this interview, the DP includes the main partnership body and subgroups of WiW.

- 1 Can you outline how you originally became involved with the WIW DP and your motivation/your organisation's motivation for becoming involved.
- 2 What do you feel has been your main role within the DP? In what ways has this changed with the introduction of Round 2?
- 3 What changes have you seen in the DP and particularly the involvement of different stakeholders over time?
- 4 From your perspective, what have been the benefits and the frustrations of the partnership working in the DP?
- 5 How effective would you say that the DP has been in establishing and working towards shared objectives?
- 6 And how successful has it been in terms of meeting its objectives? What has helped and hindered?
- 7 Can you identify what the DP has achieved from the perspective of the target group of women?
- 8 How has the DP sought to ensure an empowering process?
- 9 How has the DP sought to promote innovation within WiW?

- 10 What added value does the transnational work have for WiW and how is the learning from transnational work transferred to the wider WiW?
- 11 Can you assess how successful the DP has been in addressing equal opportunities issues?
- 12 How well do you feel the learning from WiW has been disseminated and what role has the DP taken in relation to dissemination?
- 13 To what extent would you say the DP has been successful in mainstreaming any of the work of WiW?
- 14 Are there other achievements of the DP that you can identify outside of the formal areas mentioned above?
- 15 How well do you feel that the DP operates as a collective decision-making body? To what extent do you feel you have been able to influence decision-making?
- 16 How has the DP provided leadership and a framework for accountability for the pilot projects?
- 17 How would you describe communications within and around the DP (including communication outside meetings, engagement with associate members)?
- 18 To what extent have associate members been engaged and what issues do you perceive may be there for associate members?
- 19 Can you identify ways in which the DP could be improved?
- 20 How could things have been done differently?
- 21 What learning will you personally take away from your involvement with the DP?
- 22 Do you have concerns or fears about the future of WiW as it moves into its next phases?
- 23 In what ways do you feel hopeful or optimistic for the future of WiW?