Inside Innovation

An Evaluation of a pilot collaboration between UnLtd, the Indigo Trust and Media for Development in an innovative scheme fostering the spirit of enterprise amongst Prison Service staff

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## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>Introduction</td>
<td>6</td>
</tr>
<tr>
<td>Inside Innovation Objectives</td>
<td>7</td>
</tr>
<tr>
<td>Objectives of the Evaluation</td>
<td>8</td>
</tr>
<tr>
<td>Evaluation Methodology</td>
<td>10</td>
</tr>
<tr>
<td>Data Collection</td>
<td>12</td>
</tr>
<tr>
<td>Analysis of Interview Data</td>
<td>13</td>
</tr>
<tr>
<td>Background to the Inside Innovation Programme</td>
<td>14</td>
</tr>
<tr>
<td>Inside Innovation Award Winning Projects: an Overview</td>
<td>17</td>
</tr>
<tr>
<td>Award Winners: Individual Development and Learning New Skills</td>
<td>18</td>
</tr>
<tr>
<td>Inside Innovation Support</td>
<td>20</td>
</tr>
<tr>
<td>Award Winners and Evaluation</td>
<td>22</td>
</tr>
<tr>
<td>Social Enterprise in the Prison Service</td>
<td>23</td>
</tr>
<tr>
<td>Challenges to Introducing Social Enterprise into the Prison Service</td>
<td>25</td>
</tr>
<tr>
<td>Promotion of the Inside Innovation Programme</td>
<td>29</td>
</tr>
<tr>
<td>Partnership Working</td>
<td>35</td>
</tr>
<tr>
<td>Summary and Recommendations</td>
<td>39</td>
</tr>
</tbody>
</table>

**Appendix 1: Self-Evaluation: An Introduction** 42

**Appendix 2: Self-Evaluation Scale Sample 01** 48

**Appendix 3: UnLtd Transitioning Questionnaire for Award Winners** 50

**Appendix 4: Self-Evaluation 02** 60
Executive Summary

The Inside Innovation programme is the result of a partnership between Media For Development (MFD) and UnLtd, with additional funding support provided by the Sainsbury's Indigo Trust. UnLtd is an organisation that offers practical and financial support to prospective social entrepreneurs in the UK. MFD is a not-for-profit organisation that uses different media to reach, engage, and empower isolated communities in the United Kingdom and internationally. The Inside Innovation programme forms part of MFD’s multi-award winning Inside Job initiative that operates within the criminal justice system in the United Kingdom.

Since project start up in January 2006, Inside Innovations has worked in two prisons, HMP Downview and HMP Wandsworth, to foster the spirit of enterprise in Prison Service staff. Inside Innovations staff support applications to UnLtd for funded awards for good project ideas. An Inside Innovation Development Manager is provided to continue supporting Award Winners and their projects, which includes access to UnLtd resources. This report provides an overview of the seven projects successfully funded by UnLtd and managed by MFD between January and December 2006 as well as evaluating the impact of the pilot scheme as a whole.

Findings and Recommendations

The included overviews of Award Winning projects show that the Inside Innovation programme has supported a number of innovative and excellent project ideas brought to the programme by committed and enthusiastic Prison Staff. As this report has highlighted, there are specific challenges to setting up this kind of programme within the Prison service and Inside Innovation’s successful first year is testament to the commitment and drive of everyone involved. These positive successes can be built upon and it is hoped that the following recommendations will contribute to strategic discussions concerning the programmes second year of delivery:

Partnership Working

- Explore, along with the Senior Management Team (SMT) at each Prison, the possibility of the provision of a Dedicated Inside Innovation Officer at each Prison (possibly one of the existing Award Winners)
- Consider developing a clear commitment (or Working Agreement) between Inside Innovation and the selected Prison management to ensure that responsibilities and expectations concerning the support expected are clear and transparent
- The Working agreement should include a commitment from the Prison Management and Award Winner's Line Managers to take
part in any Evaluation of both the individual project and the overall programme

- The Working agreement could include the expectation that the Award Winner’s immediate Line Manager will acknowledge that their staff are taking on extra - but work related - responsibilities
- The Working agreement should outline the expected involvement of the Prison's Human Resources Department
- Consider including Inside Innovation staff in any UnLtd training and review the possibly of Inside Innovation staff shadowing UnLtd staff to develop strong supportive links and parallel partnership working.
- Formalise a clear and sustainable system of UnLtd’s administration systems to include regular feedback mechanisms concerning monitoring, recording and summarising Award Winners progress.

Marketing, Advertising and Recruitment

- Review and re-focus on ways of marketing the Inside Innovation programme to potential Award Winners, remaining clear about the benefits for Prison staff and the overall aims of marketing the project to the wider Prison Service
- Consider providing Social Enterprise workshops by pooling expertise within UnLtd to work with MFD on selling the ideas and concepts behind social enterprise specifically in the Prison Service
- Utilise the experience of existing Award Winners to promote the Inside Innovation programme
- Ensure that opportunities for Awards are easily accessible to all Prison Staff thus ensuring a diversity of Prison staff roles, Prison departments and demographic information amongst Award Winners. This information should be collected and monitored
- Focus on opportunities for long term funding commitments from the Prison Service or National Offenders Management Service (NOMS)
- Collating evaluation evidence from the Inside Innovation Programme should be continuous throughout the life of the individual project in order to provide evidence for the Prison Service and NOMS of the programmes effectiveness
- Focus on the development and structuring of the findings of the Evaluation of the Inside Innovation programme for the Prison Service and NOMS as a specific audience
- The marketing of this programme needs to focus on the strong message coming out of this pilot project which is that some of the Inside Innovation projects are excellent and could be replicated effectively in other Prisons
- The other strong message coming from the pilot projects is that social enterprise as a way of working is beneficial to the people
involved as well as the Prison sector as a whole. This also needs to be marketed at the Prison Service and NOMS audiences.

Commitment to Evaluation

- Long-term effects of involvement in the Inside Innovation programme need to be evaluated effectively by collating evidence from Award Winners both pre and post project involvement in order to gauge personal distance travelled.
- Consider commissioning a rigorous external evaluation of the programme to also include access to beneficiaries of projects (both staff and prisoners) at two separate time points to underline the innovative and positive contribution to Prison Life that this social entrepreneurial programme can make.
- Having a University base for evaluation ensures the independence required but more importantly ensures confidence that the quality and standards of the outcomes are grounded in the latest knowledge and evidence-based practices.
- Continual self-evaluation methods need to be developed and disseminated to Award Winners. Possibly develop an 'Aspirations for my own personal development questionnaire' to be provided once an Award is successful. The Evaluation team are committed to supporting the development of self-evaluation methods appropriate for this project (see Appendix 1, 2, 3 and 4 for Evaluation alternatives to be considered and/or combined for most appropriate evaluation model).
Introduction

The Inside Innovation programme, also known as the Public Sector Awards Programme, is a partnership between Media For Development (MFD) and UnLtd, an organisation that offers practical and financial support to prospective social entrepreneurs in the UK. MFD is a not-for-profit organisation that uses different media to reach, engage, and empower isolated communities in the United Kingdom and internationally. UnLtd is a trustee of the Millennium Awards Trust and is an organisation that focuses on supporting and developing the role of social entrepreneurs as a force for positive social change. The Indigo Trust (Family Charitable Trust) provides support for this pilot programme through funding two part time Inside Innovation posts.

The Inside Innovation programme forms part of MFD’s multi-award winning Inside Job initiative that operates within the criminal justice system in the United Kingdom. As intermediaries, MFD’s experience within the prison community makes them well placed to manage this innovative pilot scheme for Prison Service staff. Since project start up in January 2006, Inside Innovations has worked in two prisons, HMP Downview and HMP Wandsworth, to foster the spirit of enterprise. Inside Innovations' staff support applications to UnLtd for funded awards for good project ideas generated by members of Prison Service staff. An Inside Innovation Development Manager continues supporting Award Winners and their projects, which includes access to UnLtd's wealth of resources.

This report provides an overview of the projects successfully funded by UnLtd and managed by MFD between January and December 2006 as well as evaluating the pilot scheme as a whole.
Inside Innovation Objectives

The objectives of the Inside Innovation programme can be separated into two components: First, overall project delivery (promotion, recruitment and continued support) of the Inside Innovation programme. The second set of wider objectives concern the programmes sustainability, growth and evaluating the impacts of introducing social enterprise and innovation on the Prison Service. Both sets of objectives are identified as follows:

**Project delivery**
- To establish and promote the scheme in Prison establishments
- To identify potential Award Winners
- To support and shape applications for success in the UnLtd awards
- To provide successful applicants with a comprehensive support package, including project development meetings with the Inside Innovation Development Manager, training, networking opportunities and access to UnLtd’s wealth of resources
- To ensure that the Award Winner’s own self-development remains as important as the wider positive impacts of the project.

**Wider objectives**
- To enhance the likelihood of continued sustainability of excellent Award Winning schemes and their replication across the wider Prison estate
- To extend the Inside Innovations programme into two further prisons
- To appoint an advocate within the Prison Service on behalf of the scheme
- To identify the wider benefits of the Inside Innovation programme in order to promote social enterprise as a way of working within the Prison Service
- To crystallise the positive benefits of the scheme in terms of staff development with the view of enhancing the opportunity for these projects to be supported through the Prison Service budget.
Objectives of the Evaluation

The objectives of the Evaluation are as follows:

- To provide an overview and update on the seven successful Award Winning projects and to evaluate the Inside Innovations programme as a whole
- To feed into discussions concerning the strategic direction and development of the Inside Innovations programme
- To provide evidence for the project management, the Governors at both pilot and future prisons and current and future funders that this pilot has been a success in order to support commitment to Inside Innovations continuing development

With these objectives in mind, the Evaluation will address a number of specific areas. Initially the Evaluation will focus on establishing the successful Award Winners experiences of engaging with the programme through addressing the following questions:

- Where did successful Award Winners hear about the Inside Innovation Programme?
- What motivated them to apply to the scheme?
- What impact has involvement in the scheme had on them?
- What particular challenges have they faced?
- How do they feel about the support they have received?
- What are their more general thoughts about this scheme’s successful development within the Prison Service Sector?

The Evaluation then broadens out to examine the views of the Inside Innovation programme from the wider prison community as represented by the responses of immediate colleagues of the Award Winners and Prison Service Senior Management Teams (SMT). These aims are addressed through addressing the following questions:

- How have the wider prison community responded to the scheme and their colleagues involvement?
- What barriers (if any) can be identified for non-applications to the scheme?
- What are more general thoughts about this scheme’s potential impact on the Prison Service Sector?
- To what extent do Prison Service Staff see social entrepreneurship, as a way of working that will benefit the Prison Service?
The Evaluation also establishes the levels of partnership working and partnership engagement on the Inside Innovation programme (UnLtd, MFD and the Prison Service). Finally, through the examination of Evaluation data this report will make certain recommendations, based on the views expressed by the very people involved in the project that it is hoped will inform the strategic direction of the second year of the Inside Innovation programme.
Evaluation Methodology

This evaluation contains two main components:
   i) Process evaluation
   ii) Outcome and impact evaluation

Process Evaluation
Understanding process was a key feature of the Evaluation of the programme. The process evaluation aimed to gain an understanding of the project's strategic framework, decisions, structures and approaches. This element of the Evaluation allows for an understanding of the critical factors and mechanisms, which shaped the Inside Innovation programme delivery. This part of the Evaluation particularly focuses on those issues pertinent to providing a social entrepreneurial programme in a Prison environment and the challenges inherent within that.

Outcome and Impact Evaluation
This element of the evaluation sought to examine the 'success' of the initiatives adopted in addition to assessing the suitability and feasibility of chosen approaches to the recruitment of Prison Staff to the programme. Additionally, the Evaluation sought to examine the effects of engagement with the Inside Innovation programme on the individuals involved. However, the outcome and impact evaluation (of which the UnLtd partner organisation is particularly interested in) has proved challenging to Evaluate due to the small numbers of Award Winners who have made sufficient progress with their projects to reflect on their experiences and any impact they feel involvement in the scheme has precipitated.

An important feature of any 'impact' evaluation is to assess whether change/progress has occurred among respondents, therefore it is important to collect data from participants at two different time points. Ideally, the Evaluator needs to be provided with access to the participants in the Inside Innovation programme as follows:
   • As close as possible to the start of engagement with the Inside Innovation programme
   • As close as possible to the end of engagement with the Inside Innovation programme

These issues will be revisited in the summary and recommendations sections of this report with regard to on-going Evaluation techniques that may be utilised during the second year of programme delivery.
Throughout all phases of the evaluation an action research methodology was adopted which was responsive to the needs of stakeholders. This was the Evaluation teams preferred approach as action methods provide a continual linking of research with practice and enables evaluators, researchers and stakeholders to learn from each other through a cycle of planning, action and reflection. In this sense, action methods can be responsive to situations in a way that many other research methods cannot be.
Data Collection

In line with Sheffield Hallam University's (SHU) commitment to co-operative inquiry and empowering evaluation methods, this approach was adopted towards Evaluation data collection. Sections from UnLtd's Transitioning Questionnaire were also included in the Evaluation interview schedule as requested.

Interviews undertaken:
- 6 Award Winners (1 from Downview, 5 from Wandsworth)
- 3 Prison Staff in process of putting in an UnLtd Award application (1 from Downview, 2 from Wandsworth)
- Development Manager (Inside Innovation)
- Project Manager (Inside Innovation)
- Regional Director (UnLtd)
- Member of Senior Management Team (Wandsworth)

All interviews were recorded with the permission of the interviewee. The recordings were transcribed and then erased from the mini-disc. Interviewees were given the opportunity to reflect on the Evaluation process at the end of the interview and asked if they had anything to add and/or if they felt the interviewer had left any important questions unasked.

In addition to the data collection method outlined above, a variety of documentation and information resources were used/analysed for evaluation purposes, as follows:
- Awards Committee Recommendation Report
- Global email advertising for project
- Project advertising
- Desk Assessment Checklist
- Information sheet post-initial contact
- UnLtd Transitioning Report Questionnaire
- Project Summary reports
- MFD web site
- UnLtd web site
- UnLtd Annual Report

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1 Two further Award Winners were approached for contributions in the form of a short questionnaire concerning their experiences. The questionnaires were returned, however too late for inclusion in the report.
2 Two Prison Staff members who experienced unsuccessful Award applications were also approached for interview, but were unavailable.
3 Members of the SMT team at HMP Downview were unavailable to be interviewed.
Analysis of Interview Data

All semi-structured interview data, both one-to-one, telephone and questionnaire based, were analysed using a thematic framework approach. This involved working through a number of distinct although interconnected research phases (familiarisation, identifying a thematic framework, indexing and coding, mapping and interpretation) in order to make sense of the data. This is the preferred method of data analysis as it is a system that is based entirely in the original accounts of those studied. The qualitative analysis was an interactive process between two members of the evaluation team and involved ongoing discussion and debate throughout all stages, particularly in relation to agreeing key themes. This approach is particularly effective as it provides a ‘checking mechanism’ for the interpretation of data, thus adding to the validity of the results.
Background of the Inside Innovation Programme

UnLtd is a foundation for social entrepreneurs, who’s organisational mission is to ‘reach out and unleash the energies of individuals as a vital force for regenerating their communities’ (UnLtd Annual Report 2005-06). UnLtd was formed in 2000 and provides Development Managers to support individuals who have ideas, passion and drive to change society for the better:

‘It is a resources intensive type of model, there are lots of organisations that provide funding, but not many organisations that provide funding and support’ (Regional Director UnLtd).

UnLtd was interested in exploring whether the methods utilised with non-public sector individuals could be applied in the public sector:

‘We want to encourage people who work within the Public Sector to come up with their own solutions (...). Everyone wants to make public services more effective-so our question is: Is social enterprise the solution or part of the solution?’ (Regional Director UnLtd).

UnLtd approached MFD, whom they have worked with previously, in order to assist in the setting up of a programme within the Prison environment. Here it was acknowledged that ‘there are different challenges with working with Prison Service staff’ (Regional Director UnLtd):

‘We wanted to test out if or how we can transform public services. So are there entrepreneurs in the Public Sector that can change the world and transform the services they are working in for the better? So one of the ways of doing that was working with MFD and targeting Prison Officers or Prison Service staff’ (Regional Director UnLtd).

MFD is a ‘non-profit making organisation that uses different media to reach, engage and empower isolated communities in the UK and internationally’ (MFD web site). The partnership between UnLtd and MFD was formed as both organisations work in support intensive ways while MFD have existing contacts within the Prison Service:

‘It is an equal partnership but we bring the social entrepreneurs awards making experience and obviously MFD are working at that kind of grass roots level in the Prisons themselves and it fits with both our objectives’ (Regional Director UnLtd).
The fact that UnLtd and MFD share overarching objectives and ways of working therefore led to the submission of a proposal to UnLtd and the Indigo Trust:

‘Saying ‘If we were to manage this project- this is how we would do it’. The key advantage we offer is that we already have established projects running at both Wandsworth and Downview. So all those issues of access are gone, and we have Prison Staff’s trust and respect, so at least we know a bit about how to approach them and have access to e mail systems and things which would take 6 months to set up if completely fresh’ (Inside Innovation Project Manager).

The proposal was successful and two part-time posts were funded through the Indigo Trust Award: a Project Manager post and a Development Manager post. In terms of day-to-day programme delivery, UnLtd have:

‘taken the minor role, so we’re more like a Contract Manager. It’s our money that pays for the Awards for the Projects to be set up. They send us applications forms and it goes to the board, we don’t get involved in any of the delivery side of things’ (Regional Director UnLtd).

A Project Manager was recruited for the Inside Innovation post that already worked part time at Wandsworth Prison on an established MFD project. What attracted her to the post was the opportunity to apply the knowledge she had already got from working in the Prison Service:

‘What I particularly like about this project was that if you run a service like this in the Prison Service you come against a lot of obstacles, many of them around the Officers and the Officers attitudes and I thought it would be a really good opportunity to explore that a bit further and possibly do something beneficial for Officers’ (Inside Innovation Project Manager).

The Inside Innovation’s Project Manager spent time with UnLtd’s existing non-public sector focussed Development Managers and describes what she saw as the difference in the approach taken towards applying these techniques in the Prison Sector:

‘The way they [UnLtd Development Managers] work is they cast their net nation wide, so from a nation wide pool. What we are actually doing is focussing on a very specific number of people working in a specific institution’ (Inside Innovation Project Manager).
An Inside Innovation Development Manager was recruited in April 2006 to provide Award Winners with continued support. The Development Manager works closely with potential Award Winners through the application process, meets with individuals at least four times throughout the project and provides telephone and e-mail support:

'The main purpose of my role is to support the individual projects and make them come to fruition, making sure they spend the money they said they would, by the time they said they would, but the other end is for me to make sure their projects have added value and that they are a success. It’s also part of my job to keep them motivated and to help them to address any problems’
(Inside Innovation Development Manager)

The Inside Innovation Development Manager had experience of running a similar project with disabled children, but was attracted to the challenge of working in a different sector:

‘Working in the Prison service is a totally new area for me, so I was drawn to the curious world of the Prison Service and attracted to the challenge of working with a different kind of audience’
(Inside Innovation Development Manager)

Project start up began in January 2006 when the Inside Innovations Project Manager began establishing interest and raising awareness of the scheme in Senior Management Teams (SMT) in both selected Prisons. Inside Innovation and MFD staff attended SMT meetings at both HMP Downview and HMP Wandsworth to solicit support to host the Inside Innovations programme.
Inside Innovation Award Winning Projects: An Overview

In its first year, the Inside Innovation programme has been approached by many Prison Service staff with innovative and enterprising ideas. This section of the report provides an overview of the projects that have been successful in the UnLtd Awards up to December 2006:

Resettlement
To produce a DVD and information pack capturing the financial and social benefits of employing offenders. The DVD and pack will be used in presentations to employers to secure further work placements for serving and ex-offenders.

Chaplaincy
To produce a training DVD for volunteers ‘buddying’ women prisoners on release and use it to facilitate an information and training day for volunteers.

Education
To plan and deliver a series of evening classes for prisoners and staff on the practical and theoretical aspects of filmmaking. The student’s work will be showcased at a Wandsworth film festival.

Visits and Security
To improve family visits by setting up an evening homework club for children visiting their father’s in prisons.

Healthcare
To develop a healthcare website which will empower prisoner healthcare users by increasing their access to health information

Training
To produce a range of interactive training tools, including a DVD, to facilitate a half day information day for newly recruited Prison Staff so that they are accurately informed of the realities of working in a prison.

Governor of Activities
To work alongside foreign national prisoners and set up a translation workshop. To translate prison information materials into a variety of languages so that it is accessible to the full prison population.

Resettlement
To support Radio Wanno students in producing a range of CDs on resettlement topics which will be distributed through the library and on the Prison Wings to facilitate a series of 'listening' clubs.
Award Winners: Individual Development and Learning New Skills

Award Winners reported that, despite many being very early on in their project development, they believed that by being involved in the programme the potential for affecting their confidence, outlook and learning new skills was vast. Many reported that simply applying for the UnLtd funding and attending training days had taught them skills they had never even thought about before:

'I've learnt loads already; I'm better at dealing with sceptics. My leadership skills are much better. As for public speaking, well I do that anyway. My negotiation skills have improved definitely. I have learnt about putting together a case for support and putting a budget plan together' (Award Winner).

'It has been different, because working in here everything’s got a regime, so it’s different because the [named project] is going to have to be more relaxed as we can’t dictate this one' (Award Winner).

'I did find it interesting sitting down and working the plan out and designing the poster which is a bit of a break from the norm in here' (Award Winner).

'I think it certainly adds a more exciting dimension to my job and it will just be really nice to actually initiate something that’s really positive and getting involved whilst also improving my organisational and speaking skills. Managing a project and keeping it going would help my confidence’ (Potential Award Winner).

Indeed, the Award Winners reported that involvement with this project had already made them think about their long term plans and had raised their expectations and aspirations. In particular, the mainstreaming potential of their projects:

'If it all goes well I’d like to get it adopted across the Prison service- I’d like to get it cleared for the whole of London and get it out Nationally' (Award Winner).

'I want to see it growing out. I’m sure there are going to be other Prison groups that can tap into this idea. We could always ‘join up’ this service with other Prisons in other areas of the country too’ (Award Winner).

'It would be really good if all establishments could benefit from [my project]’ (Award Winner).
Award Winners reported that they felt that the effects of their projects would also be felt outside of the immediate audience the project was initiated for:

“We are all educating others really, raising awareness by starting these projects’ For me its been contact with groups outside the Prison, bridging the gap and raising awareness about the needs of newly released offenders and raising the awareness of the women too. They have a fear of accessing charities outside- ‘do-gooders’ there is this barrier. So hopefully if they access this project and have a good experience they will access other services outside’ (Award Winner).

Many felt that some of the Award Winning projects would also help support Prison Staff as it would challenge stereotypes about Prison Officers:

'We're all stereotyped as thugs and bullies- so hopefully this awareness day, they will go away with an understanding of the real working life of an Officer and think: they deal with all these different types of people inside' (Award Winner).

Award Winners reported being very proud of their achievements so far and being excited about their projects continuation and development.
Inside Innovation Support

Award Winners reported that they had found that among the services offered under the Inside Innovation scheme, support from the Inside Innovations Development Manager had been the most beneficial during the whole application process which was frequently described as stressful:

‘She made sure I kept my deadlines and made sure I’d got what I needed, so she’s kept in close contact and given me lots of support I couldn’t fault her, She’s helped every step of the way (...) She came to me for meetings, lots of e-mail and telephone support- east to contact. When it came to putting in the budget for my project- the support I got from her was really brilliant- I found that hard’ (Award Winner).

‘We have had a meeting with [the Inside Innovation Development manager] and it was all positive. She is helping us re-submit the idea after getting it turned down initially. We are feeling more confident with her help’ (Potential Award Winner).

Award Winners also identified the opportunities afforded them of networking with both Voluntary Services outside the Prison and with their Prison colleagues as being similarly beneficial. Award Winners are invited to attend training days at the UnLtd offices in London. Award Winners identified a Time Management Training session they attended in December 2006 as being particularly useful to them as they attempt to go on and manage their projects.

Being able to meet up at training days and networking with other Award Winners had also proved very beneficial to them as well as starting new and supportive relationships with people that work at their institution. During the Evaluation discussions, Award Winners encouraged each other and various opportunities for networking with other staff members were witnessed. One Award Winner offered the services of a colleague who had experience in web design, while another offered their department’s resources to another Award Winner’s project. In this way, Award Winners were seen to be networking, a skill traditionally associated with Management:

‘At Governor level they are good at networking- it is something upper management do. I just get this feeling that this may not happen so much further down. So getting the opportunity to network effectively is great in a sector where they are used to being told what to do all the time… (Inside Innovation Project Manager).
The Award Winners identified that meeting other people like themselves attempting to start up projects in the same environment as theirs was useful and reduced their feelings of isolation.

Inside Innovation Award Winners also attend an Awards Day once funding Awards are confirmed. These Award Days occur at the UnLtd offices and Inside Innovation Award Winners attend alongside other non-public sector UnLtd Award Winners. The Inside Innovation’s Award Winners however felt that this non-Prison staff activity proved less appropriate for them:

‘Awards Day was not so helpful. There was one work shop—‘dealing with sceptics’ that was excellent, but the Awards were so diverse I found it difficult to identify with these other Award Winners’ (Award Winner).

‘Once they found out you were a Prison Officer well, I couldn’t get away because I had a queue of people waiting to speak to me because they wanted to get in the prison with their projects’ (Award Winner).

Despite these reservations however, Award Winners stated that they would rather have the training and Awards days held at UnLtd offices than in the Prison itself:

‘It is very useful having these sorts of days out because that way we can find out what other people are doing in the community and what else we can access because it may be instances where contacts in the community could prove useful to us’ (Award Winner).

Here, Inside Innovation Award Winners are beginning to acknowledge the usefulness of making contacts external to the Prison Service. This opportunity to meet with other local voluntary sector projects could potentially open up the Prison Sector, which often appears to be a self-sufficient and isolated working community.
The previous section has provided evidence to suggest that Inside Innovation Award Winners benefit from taking part in the programme in terms of self development. In order to monitor the impact of participation in the programme, Award Winners may benefit from support to undertake their own evaluation of their projects development and outputs as well as their own self-development. Inside Innovation staff were also keen to support this proposal:

‘We can see that encouraging people to evaluate their projects from day one could be really beneficial for us and them and we can also incorporate that now and ensure that it happens’ (Inside Innovation Project Manager).

‘We could introduce a system whereby the Award Winners Pack could contain a questionnaire, like an: ‘Aspirations for their own personal development questionnaire’ which we could re-visit later to see if there have been any effects’ (Inside Innovation Project Manager).

This type of self-evaluation technique could also be utilised by Inside Innovation staff to provide evidence that involvement in the scheme has real staff development potential (see Appendix 1, 2, 3 and 4). This would prove invaluable to support the wider aims of the programme of affecting changes across the Prison estate. Self-evaluation methods do not have to be complicated. During the training day in December, the Evaluator gave a talk on Evaluation techniques to the Award Winners. The simple self-Evaluation technique of keeping a ‘Project Diary’ was recommended to Award Winners in which one could record personal accounts, both positive and negative and as a place where meetings could be noted, networks initiated and numbers of project beneficiaries jotted down. Although keeping a track of the numbers of people accessing or benefiting from Award Winning projects is valid Evaluation data, it was important to ensure that Award Winners were made aware that descriptive, qualitative accounts of the personal effects of involvement in this scheme on themselves are also just as important.
Social Enterprise in the Prison Service

Having outlined the Inside Innovation programme set up and the successful projects funded to date, this section offers an insight into operational issues including an examination of the challenges of initiating social enterprise as a way of working in the Prison Service environment. It is important to acknowledge that introducing this kind of innovative project to Prison Service staff is a challenge, which Prison’s Senior Management Teams acknowledge:

‘I know that some people who have been in the Prison Service a long time can get de-motivated and feel under valued and for a lot of staff it’s been years working on a Wing with often difficult prisoners- it’s hard’ (SMT HMP Wandsworth).

Inside Innovation staff are also aware of the specific difficulties of introducing new concepts and ways of working and thinking to this kind of institution:

‘It’s no good just telling them that this funding is available, you have to sell the whole idea of innovation and enterprise in a different way’ (Inside Innovation Project Manager).

‘It’s all supposed to be about individual staff development too, but that’s the thing I’ve found that Prison Staff are less concerned about. It sometimes feels like they are not concerned about the extra things, like making things better, or getting something out of it for themselves. I’ve found quite a lot of resistance to that and I haven’t pushed it, because I am also aware they are under a lot of pressure, they have other priorities and it’s difficult. It does somehow feel they are rather more detached and it’s been difficult to forge strong relations’ (Inside Innovation Development Manager).

However, these difficulties are, according to the very individuals who work in the Prison Sector, the very reason why programmes like this should be introduced to this sector:

‘It’s also about having different and rewarding work to do for Prison Officers, because a lot of our job is very unrewarding and very routine and it’s getting us to think outside the box and feel as if they are contributing positively to the Resettlement process’ (Award Winner).
‘I think anything out of the ordinary that can give them [Prison Staff] something else to enthuse or motivate them, like giving the person an opportunity to do something different, is so important’ (SMT HMP Wandsworth).

‘I think this programme is a good idea- there’s a lot of things that could be done within Prisons and staff are largely motivated to do it- it’s just finding the time to do it- the working day is pretty busy for normal staff’ (Potential Award Winner).

‘Prison Staff can sometimes feel left behind, unloved to some extent because we spend a lot of money on refurbishment and putting TV's in cells and doing lots for Prisoners, for rehabilitation, but then you look at things for staff...’ (SMT HMP Wandsworth).

Indeed many felt that projects like Inside Innovation could be a good opportunity for challenging the day-to-day routine in the Prison for staff. One Award Winner reported how that had already happened during the planning of her project:

‘I have had 2 of my most negative members of staff saying: ‘I’d like to get in involved with the planning can I work that night so I can help’? It was a huge surprise, but again it’s about people wanting to do something different’ (Award Winner).

While the responses of another Award Winner’s colleagues illustrate that although social enterprise may sometimes prove an unfamiliar concept for the Prison Service, when staff are exposed to it, they respond very positively:

‘Yesterday we had a focus group with other staff and they all got enthusiastic. Everybody was really on board with it- they contributed really well’ (Award Winner).
Challenges to Introducing Social Enterprise in the Prison System

The Evaluation found that there are three significant challenges to introducing projects like the Inside Innovation programme into the Prison Service. This section of the report will discuss each challenge separately. First the time constraints in a job where staff are coming under increasing pressure. Second a traditional sense of unease about outside agencies working in the Prison Service. Finally, the Prison Service operates a policy where Prison Staff regularly get the opportunity to work in different departments in the Prison. The term for this policy is job re-profiling; a way of working that was introduced, according to the Prison Staff attending the Evaluation activity, to re-motivate staff.

Time Pressures in the Prison sector

Award Winners reported that they felt the continued pressure of working in the Prison Service was the biggest barrier to involvement in the Inside Innovation programme:

‘In here- your jobs your job, so I suppose they need to be aware that we don’t have that much time to do this stuff’ (Award Winner).

‘It’s hard fitting in the time to do the projects within the working day’ (Award Winner).

‘I’ve got one or two ideas that could be good, but no time’ (Potential Award Winner).

‘Motivation and morale, you need yes, but again finding the time is a big factor. They are looking at cutting more staff down as it is- and we find it difficult to run the prison with the existing staff so difficult’ (Potential Award Winner).

Like many public sector institutions, the Prison Service has come under increasing pressure to cut costs and the knock on effect of this is that many staff feel overwhelmed by the existing demands of their employment. However as the Inside Innovation team note:

‘It’s a tricky one, as projects are usually very related to their work experience in the Prison Service, but it should not fall within their job description. So it needs to be detached from their job as well, it’s not meant to eat into their work time, but to a certain degree it has to, because otherwise you have to do it completely outside of your work hours which is not always possible’ (Inside Innovation Development Manager).

-25-
However, in terms of the Inside Innovation programme, while one needs to be aware of these pressures, it underlines the need to ‘sell’ this social enterprise project to Prison staff and especially their management in order to highlight the positive benefits of the programme which could so easily fall under the Prison’s own ‘people strategy’. This issue is returned to in a later section.

Attitudes to External Agencies in the Prison Sector

An additional complication to introducing initiatives, like the Inside Innovation programme, into the Prison Service was identified as a ‘customary’ sense of mistrust from Prison staff when outside agencies set up projects within Prisons. This situation may impact upon recruitment to the Inside Innovation programme. Organisations need to be aware that the introduction of some projects into Prison has ultimately caused friction in a number of ways for the staff:

‘What often happens is that a Prisoner that is trusted or security cleared to go on that course, well it’s always the same ones that benefit from these things, but others don’t get any benefit. This builds resentment and it is that sort of thing that Officers find very difficult to deal with from a discipline point of view. Historically that has happened on these projects, so then it becomes a battle between you and them. So, the staff are bound to feel suspicious of these voluntary services coming in and setting up projects’ (Award Winner).

‘It is a difficult job and everybody is under a lot of pressure here and resources are very tight. I know there is a lot of good will on the part of the Governors, but from an Officers point of view what they see is money coming in for the development of prisoners and very little coming in to address Prison Staff development needs and that can obviously cause friction’ (Inside innovation Project Manager).

‘I think there is a lot of scepticism [from the Prison] because a lot of projects started in Prisons haven’t been sustainable because of funding issues and you just think you are getting people on board with something, they pulled the plug on it. Because you can’t sustain it, people have over the years seen no end of voluntary projects coming in’ (Award Winner).

These views need to be taken on board by agencies working in the Prison Sector in terms of these attitudes having an effect on Prison Staff’s reception of new initiatives:
'A lot of people come into the Prison and we are clueless, we have no idea what they do, who they are, how we can access their services, and there is quite a lot of scepticism amongst Prison Officers about volunteers and do-gooders and things like this training day mean we get to impart accurate information to staff. We have a huge amount at Wandsworth at the moment, people who are running projects and it seems, rightly or wrongly, that some of those are supported with much more enthusiasm than the people on the ground doing the day to day job. As everybody is focussed on all the high profile stuff, the day-to-day stuff, like communicating with prisoners on a day to day level, is lost and people feel unworthy. So this is about why we are saying we need more information so we can get more officers on board and it's actually useful to do this in this environment because at the Prison you just don't get the time to do that' (Award Winner).

However, it became clear from the Prison Staff involved in the Evaluation that the best way to approach Prison staff was by continued exposure to good project ideas getting off the ground and repeatedly highlighting that Inside Innovation could ultimately have the potential to benefit Prison Staff.

Project Sustainability and job re-profiling
A further challenge to introducing a scheme like Inside Innovations in terms of sustainability is the re-profiling of jobs within the Prison system. As previously mentioned, the Prison Service response to their staff becoming de-motivated has been to move their staff around periodically to different posts within the Prison:

'We have this job re-profiling every 2 to 3 years usually. I’m on my 3rd job in 3 years. With these types of projects this has to have implications on their sustainability surely’ (Award Winner).

'My project launch will be happening soon, but maybe in 6 months time my job will be different’ (Award Winner).

'I inherited this project from somebody else; although I’m on board with it I’m probably not quite so enthusiastic than my predecessor was. I could have said I’m not dong that and nobody would have bothered' (Award Winner).

The Award Winners also identified that re-profiling most often occurs with the more motivated and innovative staff members:
'We get moved so often- so if you love a job, you spend years getting it right and then got shoved off. You tend to find that innovators like myself do get shoved off around the Prison Service. We are trouble shooters and are soon sent off to sort out problems in other areas, so we don’t stay in one job very long. Once we’ve got that up and running, we get moved off and then we don’t we get bored anyway’ (Award Winner).

It is these more motivated and innovative staff members that Inside Innovation is likely to attract and therefore constant job re-profiling may impact upon the long term sustainability of the programme. However, a member of the Prison’s SMT did not think that re-profiling was too big a hurdle to challenge, as he believed that any Inside Innovation project is:

'a responsibility for a person that leaves- they need to hand it over to their assistant, so it carries on’ (SMT HMP Wandsworth).

A further consideration might be to approach this subject during initial discussions with Prison Management (see later section).
Promotion of the Inside Innovation Programme

As the previous section has highlighted, the promotion of programmes, like the Inside Innovation programme into the Prison Service is a challenge. However, as many involved in the Evaluation indicated, it is the kind of programme that can enhance and motivate people working in this sector and has great potential for this public sector institution:

‘I think it is great, a real chance to enhance motivation in Prison’s. I think everybody responds to a challenge and if it’s there its bound to put an extra spark in their work, and if you achieve something that’s going to be wonderful’ (Potential Award Winner).

‘This is an opportunity, one that is there for the Prison Service to use this…who wouldn’t want a happy workforce?’ (Award Winner).

Inside Innovation staff are keen to adapt the marketing and promotion systems used in their first year to enhance the schemes recruitment for year two of delivery. As Inside Innovation staff highlight, effective promotion and marketing if the scheme specifically to the Prison Service is paramount:

‘It is so much about marketing yourselves and putting yourselves on people’s radar, and forcing them to take notice’ (Inside Innovations Project Manager).

The Inside Innovation programme was initially promoted through the Prison’s global e-mail system, poster and flier advertising. However, the Award Winners reported that speaking to Inside Innovation staff was what had enthused them about the possibilities of the programme:

'It was hearing and talking to the Project Manager that got me excited' (Award Winner).

Some Award Winners reported that they found the e-mail contact confusing:

‘Lots of us assumed it was for Prisoners, it was only after I’d read the second one carefully that I replied and got application form (...). I’m not sure anyone really realised it’s for Officers’ (Award Winner).

This issue was also acknowledged by Inside Innovation staff:
‘I still wonder whether a lot of people don’t know about it to be honest. You rely a lot on the Communications Officer at the Prison to spread the word for you…if they don’t you feel a bit powerless, I’ve been in and done an exhibition and meetings and posters, but unless you’ve got staff at the Prison that really support it then it’s quite difficult’ (Inside Innovation Development Manager).

Prison staff agreed that clarifying the criteria for the programme would increase numbers of applicants to the scheme:

‘They could do a presentation on shut down afternoon, to take in more of an audience’ (Award Winner).

‘Some more marketing, explained a lot more- we have Full Staff Meetings they can present to from all departments [a successful project] could come along- better to have existing member of staff selling it’ (Potential Award Winner).

‘It would be useful if it was explained a bit more in depth. It would be good to be quite honest I’m not 100% sure myself- it takes time for these ideas to settle in’ (Potential Award Winner).

In terms of promoting the project to new Prison Service staff however, Award Winners felt that including the Inside Innovation project in the Prison Staff Induction Day was not such a good idea:

‘You have all this information thrown at you- by day 3 they are overloaded by information, by the end of the week they have just about found their way round the goal. New staff will not inspired by it- they will just think it’s something else they’ve got to do and that would be too much pressure’ (Award Winner).

Although they did feel that including a hand out in the Officers induction pack might be a good way of introducing them to the programme more gently. Some involved felt that the provision of an Inside Innovations Dedicated Officer in the Prison might enhance recruitment to the project:

‘A dedicated officer would be useful- a named person who is the first port of enquiry for potential award winners’ (Inside Innovation Project Manager).
Some Award Winners also saw a member of Prison staff responsible for Inside Innovation as a good idea, but decided that they preferred the enthusiastic approach of Inside Innovation staff and considered that previous Award Winners were more appropriate representatives of the scheme that could be approached if Inside Innovation staff were not available.

‘There are enough people round here that will support ideas and push them forward so I don’t think we would need a specific person. I think that’s happening to some degree now anyway with this year’s Award Winners. If someone has got an idea, people were coming to see people who’ve done it before’ (SMT HMP Wandsworth).

Award Winners recommended the projects regular inclusion in the Governor Bulletin as a way to widen awareness of the Inside Innovation programme. It was also felt that receiving some sort of formal recognition of their involvement might be an added motivation for some. Certain Prison’s run Employment Recognition Schemes which was suggested as a way to enhance recruitment, but the Award Winners admitted that this could also be difficult to manage:

‘There is no reason why involvement in this project can’t be recognised through that scheme, but it’s getting it through the system—whether it goes through the Line Mangers or Personnel is the question and with all the changes no one really knows who will be running that scheme soon at all’ (Award Winner).

All involved in the Inside Innovation project agreed that the best way to enhance recruitment and raise awareness of the project was to use the successful projects as examples for other Prison Staff:

‘The best way forward is to highlight the people this year that have been successful, so they can go out and sell it themselves, because it’s all very well the Governor putting out a notice. We are awash with emails and notices about all sorts of stuff, if you could get somebody who’s done it, at lunch time say to stand there at a desk with a DVD playing in the background say with application forms and examples of what’s been done’ (Award Winner).

I think if we use the Award Winners to sell it to staff, that’s the best way’ (SMT HMP Wandsworth).

‘I think if we see more successful projects happening in the Prison I think it would generate some enthusiasm’ (Award Winner).
‘As more projects get going, we’ll have more ‘bait’ to pull others in so they can see all the good works that we have done’ (Inside Innovation Development Manager).

‘The best way to sell this project is, the visibility of the projects, seeing how that spreads and how other Officers might be enthused, talking positively about it’ (Inside Innovations Project Manager).

Indeed, it was reported to Evaluation staff that the success of the established projects had already enthused other Prison Staff to come up with innovative ideas and as more projects develop, more staff are showing an interest:

‘As a result of one successful Inside Innovation project, the Manager in our reception building is putting a bid in to do a project and he’s talking to the other Award Member to get it off the ground’ (SMT HMP Wandsworth).

‘My partner and I were chatting and he got an idea too and he’s going to pitch that…word of mouth is the best way here…its been a positive thing I think…With governor support you can do it’ (Potential Award Winner).

Inside Innovation staff are also enthused about having concrete examples of the kinds of project ideas that really mean something to Prison Service staff:

‘This time we can take shots of the physical projects and their products to illustrate and give examples, so we have something to inspire people with’ (Inside Innovation Project Manager).

Having a physical product from a social enterprise project has also been used to spread the word to SMT’s and challenge Prison staff who were previously sceptical about the successes of the Inside innovation scheme:

‘With my [product of project] now, being able to show it to previously sceptical staff, even one of the Governors has been great. Just seeing these [prisoner’s] stories has changed their perceptions and they are now much more supportive- now they have the evidence in front of them’ (Award Winner).
In this way it can be seen that the Inside Innovations pilot project has made deep in-roads into the Prison Service, however changing attitudes is not an easy or quick task to undertake. The Evaluation did however find evidence to suggest that the underpinning ethos of social enterprise was infiltrating Prison Service awareness:

'Utilising prisoners and staff skills - the message we want to convey is 'we consider you to be a resource' (SMT HMP Wandsworth).

The majority of individuals involved in the Evaluation stated their belief that new ideas take some time to work their way through the Prison Service and agreed that the idea of social enterprise for Prison Staff would need some time to become embedded in the system:

'Word of mouth and period of time to settle in- it will get embedded in the system, once people see that it is working' (SMT HMP Wandsworth).

'Other people- potential award Winners approach me now a lot more now they are beginning to hear about it all' (Award Winner).

The Evaluation found that the Inside Innovation programme has received an even-handed welcome from the Prison Service. It would appear however that Inside Innovation programme will be judged by Prison Service staff over the next year’s delivery by the successful projects they help support.

Inside Innovation staff reflected that it had proved difficult in the first year of Inside Innovation to penetrate the Prison Service culture with the idea of social enterprise as, ‘they tend to be a bit more cynical I guess’ (Inside Innovation Development Manager). However, they have made strong links in each of the Prison’s and formed lasting relationships with many of the Award Winners. On reflection Inside Innovation staff thought that providing workshops to introduce innovation and enterprise as ideas to Prison staff may have supported the first year programme delivery, however:

‘I didn’t feel qualified to give such a workshop-so may be next time around we could budget for a professional to come in and address a group and someone who was very good at facilitating ideas and someone who understood the background’ (Inside Innovation Project Manager).
The promotion of the first year’s Inside Innovation programme delivery proved difficult, but not impossible as many Prison staff came forward and received Awards for their ideas. The Inside Innovation team has made positive in-roads into the Prison Service consciousness and maintaining this presence is the key to this project’s successful continuation. When considering the marketing and advertising for this project in its second year, it may be beneficial to talk to wider Prison Staff and particularly Award Winners who, during the Evaluation exercise, were bubbling over with good ideas about how to sell this project to their colleagues.
Partnership Working

MFD have built on their existing positive relationships with Prison management and staff, which has enhanced the positive introduction of the Inside Innovation programme into the Prison Service. The Inside innovation programme is a distinct programme that is being piloted and all involved are keen to take their learning points from the first year of delivery and use them to enhance the programmes second year. This section will examine issues concerned with the maintenance of the positive and productive partnerships forged between MFD, UnLtd and the Prison Service.

The Evaluation found positive and linked-up working relations between UnLtd and Inside Innovation staff. This is a pilot partnership and there are sometimes issues concerning the physical and administrative distance of Inside Innovation staff from UnLtd:

‘UnLtd are easy to work with, but this distinction sometimes leaves me feeling quite distant. I do deal with a named administrator from UnLtd. But sometimes problems arise as I don’t work in their office and am not on some e-mail lists, so sometimes we’ve missed deadlines because we weren’t aware’ (Inside Innovation Development Manager).

‘I’m physically based at the MFD office, so if UnLtd change paperwork and I’m still using the old one…or it is decided that applicants need to be interviewed first with a score sheet and I am not aware, that can be quite isolating’ (Inside Innovation Development Manager).

The Inside innovation Project Manager shadowed UnLtd Development Managers at the beginning of her post and found it to be a positive and constructive experience. This ‘induction’ process could possibly be repeated with newly recruited Inside Innovation staff to enhance cohesive working relations. One proposal to enhance organisation cohesion between UnLtd and Inside Innovation staff with regard to administration duties is to work together to:

‘Set up a system that suits us both and that doesn’t involve a lot of duplication of paper work, because otherwise they are sending it all to me and I am sending it all to UnLtd’

(Inside Innovation Development Manager).

Sustainability of projects like the Inside Innovation programme depend on effective and transparent partnership working and are key to its expansion. The issues discussed above are simply remedied and forging clearer links between UnLtd and Inside Innovation staff can only improve an existing constructive working partnership:
‘We couldn’t do this as we have no experience or expertise of working in Prisons so for us for this to continue in the future, it will have to be done in partnership’ (Regional Director UnLtt).

From the beginning of the programme, Inside Innovation staff have actively sought to develop links with departments inside the Prison Service. Human Resources Departments (HR) were approached with ideas of producing an induction or resource pack containing a list of support available for Prison Service staff who were interested in becoming Award Winners. It was hoped that HR Departments would also be able to support recruitment to the programme and were approached with the question:

‘How does this actually fit into your people strategy? I expected the HR people to be more heavily involved than they were so I think that is something we would look at more next time around’ (Inside Innovation Project Manager).

In terms of the Prison Service as a partner in the Inside Innovation programme it was reported that Senior Management were supportive, however a similar apathy by Award Winner’s Line Managers was also expressed:

‘I’ve had minimal input from my line manager (...) my management were supportive and wanted it to happen but as far as just getting on and doing it- that was it’ (Award Winner).

‘Told him once, got the money. No reply- it’s just another thing really- they just write it in their appraisal’ (Award Winner).

Inside Innovation staff have made contact with Line Managers, as it has become increasingly acknowledged that Award Winners benefit from their support. However, as Award Winners noted, their Managers have supported them in other ways, like:

‘They let me come to this! [UnLtt training day] They could have said, no you should be at work, so in their own way they are supporting me’ (Award Winner).

‘I take a whole evening out of visits to set up [my project], so they are supportive with the venue and the time and financially supporting us in many ways in order for us to do that’ (Award Winner).
These issues raise questions concerning the clarity of expectations of the Inside Innovation programme with regard to the support this programme requires within the Prison system. Prison SMT’s however acknowledged that promises of support are difficult to agree in advance because of the very nature of the enterprising ideas that are suggested:

'We have to remain reasonably flexible because we have no idea what different projects are going to require' (SMT HMP Wandsworth).

'The one-off projects like making a DVD is fine and reasonably easy to support, its going to interesting to see in other projects that are more consistent, like the [named project] club for example what kind of long term support we are going to have to provide' (SMT HMP Wandsworth).

A possible solution to these issues is consideration of the development of a flexible ‘working agreement’ that could be designed by the Inside Innovation’s staff that have been through the first year’s service delivery in conjunction with Prison Service management. This Working agreement could clarify the support expected from the Prison and also what Inside Innovation will provide.

'Next time around we would want a clearer sort of commitment from them about specific things they might be able to support us with’ (Inside Innovation Project Manager).

‘If you could set that out from the beginning- a concrete thing- expectations written down…it has to be better- makes it more official, more professional and you are more involved and included and you are seen or recognised in the relationship’ (Inside Innovation Development Manager).

Additionally, this working agreement could be developed as a way of bringing the wider objectives of the programme into the discussion:

‘Ultimate objective might be, be able to say to Prison Service, NOMS- look this a) projects are excellent and need to be replicated elsewhere as effective b) this kind of way of working is beneficial to the people involved. Maybe need to incorporate more stuff like this- what are the positive things and how has it made them feel about work, its important to think about how we send those messages to other people’ (Inside Innovation Project Manager).
‘We are trying to use these projects as examples. So we can take the results of this and then use it as evidence to get somewhere with the Home Office or National Offender Management Service’ (Regional Director UnLtd).

In this way attempts can be made to increasingly include the Prison Service in the Inside Innovation partnership and also enhance the Prison Service’s feelings of ownership of the concepts and wider objectives of social enterprise programmes.

The Evaluation found that everyone involved within the first year of the delivery of the Inside Innovation programme was positive about its impact and as Award Winning projects increasingly come to fruition, all involved feel increasingly positive about achievement of this project’s original aims and objectives:

‘There are a hand full of projects that are coming through now and it is great and well worth the effort’ (Inside Innovation Project Manager).

‘I think the one’s that did come forward were really good and I think that the word is beginning to get out now. One thing we are pleased about is that the people that did get funding are at different levels in the Prison, different grades, different jobs and I think if we have a second wave as it were more people would come forward now as they can see people doing projects’ (SMT HMP Wandsworth).
Summary and Recommendations

The Inside Innovation programme is a result of a successful partnership between two voluntary agencies working in the statutory Prison Sector. MFD and UnLtd have a history of working together, while MFD has had an ongoing relationship with the Prison Service for some time and have made good use of their existing contacts in HMP Wandsworth and HMP Downview.

The included overviews of Award Winning projects show that the Inside Innovation programme has supported a number of innovative and excellent project ideas brought to the programme by committed and enthusiastic Prison Staff. As this report has highlighted there are specific challenges of setting up this kind of programme within the Prison service and Inside Innovation’s successful first year is testament to the commitment and drive of everyone involved. These positive successes can be built on and it is hoped that the following recommendations will contribute to strategic discussions concerning the programmes second year of delivery:

Partnership Working

• Consider, along with the SMT at each Prison, the provision of a Dedicated Inside Innovation Officer at each Prison (possibly one of the existing Award Winners?)
• Consider developing a clear commitment (or Working Agreement) between Inside Innovation and the selected Prison management to ensure that responsibilities and expectations concerning the support expected is clear and transparent
• The Working agreement should include a commitment from the Prison Management and Award Winner’s Line Managers to take part in any Evaluation of both the individual project and the overall programme
• The Working agreement could include that the Inside Innovation programme will expect Award Winner’s immediate Line Managers to acknowledge that their staff are taking on extra responsibilities
• The Working agreement should outline the expected involvement of a Prison's Human Resources Department
• Consider including Inside Innovation staff in UnLtd training and possibly shadowing of UnLtd staff to develop strong supportive links and parallel partnership working. Formalise a clear and sustainable system of UnLtd’s administration systems to include regular feedback mechanisms concerning monitoring, recording and summarising Award Winners progress
Marketing, Advertising and Recruitment

- Review and re-focus on ways of marketing the Inside Innovation programme to potential Award Winners, remaining clear about the benefits for Prison staff and the overall aims of marketing the project as a whole to the wider Prison Service
- Consider providing Social Enterprise workshops, pooling expertise within UnLtd to work with MFD to focus on selling the ideas and concepts behind social enterprise specifically in the Prison Service
- Consider utilising the experience of existing Award Winners to promote the Inside Innovation programme
- Ensure that opportunities for Awards are easily accessible to all Prison Staff thus ensuring a diversity of Prison staff roles, Prison departments and demographic information amongst Award Winners. This information should be collected and monitored
- Focus on opportunities for long term funding commitments from the Prison Service or National Offenders Management Strategy (NOMS)
- Collating Evaluation evidence from the Inside Innovation Programme should be continuous throughout the life of the individual project in order to provide evidence for the Prison Service and NOMS of the programmes effectiveness
- Focus on the development and structuring of the findings of the Evaluation of the Inside Innovation programme for the Prison Service and NOMS as a specific audience
- The marketing of this programme needs to focus on the strong message coming out of this pilot project which is that some of the Inside Innovation projects are excellent and could be replicated effectively in other Prisons
- The other strong message coming from the pilot project is that social enterprise as a way of working is beneficial to the people involved as well as the Prison sector as a whole. This also needs to be marketed at the Prison Service and NOMS audiences.

Commitment to Evaluation

- Long-term effects of involvement in the Inside Innovation programme needs to Evaluated effectively in order to collate evidence from Award Winners both pre and post project in order to gage personal distance travelled
- Consider commissioning a rigorous external evaluation of the programme to also include access to beneficiaries of projects (both staff and prisoners) at two separate time points to underline the innovative and positive contribution to Prison Life that this social entrepreneurial programme can make
• Having a University base for Evaluation ensures the independence required but more importantly ensures confidence that the quality and standards of the outcomes are grounded in the latest knowledge and evidence based practices

• Continual self-evaluation methods need to be developed and disseminated to Award Winners. Possibly develop an: ‘Aspirations for my own personal development questionnaire’ to be provided once Award is successful. The Evaluation team are committed to supporting the development of self evaluation methods appropriate for this project (see Appendix 1, 2, 3 and 4 for Evaluation alternatives to be considered and/or combined for most appropriate Evaluation model)
Appendix 1: Self-Evaluation, an Introduction

Self-evaluation is an essential activity which will impact upon both the overall success of each project and also the success of any evaluation of the overall Inside Innovation programme. Self-evaluation can capture the experiences of and record the progress of individual projects and will enable Award Winners to:

- Collect evidence on the effectiveness and impact of their project.
- Ensure accountability to your stakeholders; partners, participants, volunteers, staff or community.
- Identify ways to improve their project e.g. determining what works and what doesn't, assessing the needs of the target population, improving usefulness of project materials.
- Compare their project with other projects.
- Assess the efficiency of their project.
- Influence policy makers to ensure future funding and sustainability.
- Celebrate the achievements of their own projects.

The Process of Self-Evaluation
Self-evaluation might initially seem like a daunting task. However, it can be broken down into a simple sequential step-by-step approach:

**Step 1:** Identifying your project aims, objectives and success indicators
**Step 2:** Collecting and recording evaluation data
**Step 3:** Make sense of your data
**Step 4:** Reporting and sharing your findings

Self-Evaluation
This section describes a step-by-step process which can assist you in conducting your own self-evaluation. It offers guidance on planning, implementing, analysing and sharing the results of your self-evaluation activities. Throughout you will find series of questions which will help you to:

- Make decisions about the purpose and design of your evaluation.
- Ensure that once completed, you will have sufficient information to demonstrate to all those involved, how successful your project has been and the lessons you have learned.

It is important to note that many of the aims and objectives identified for projects will only be achievable in the long term. It is therefore recommended that your self-evaluation activities are undertaken over the life-time of the project. In this way any problems can be identified early and equally any early successes can be highlighted and effective practice shared.
Data gathered through self-evaluation activities is useful to assess your performance against the individual aims and objectives of your project. You are then able to learn from what is working and where improvements can be made as your project progresses.

Self-evaluation is an activity that your project may already be undertaking in some form and you may have an alternative name for it such as ‘performance management’ or ‘performance review and planning’.

**Step 1: Identify Your Project’s Aims, Objectives and Success Indicators**

This first step involves identifying your project’s aims, objectives and success indicators. One of the main purposes of the evaluation process is to gather sufficient evidence to identify whether the project has met its aims and objectives. In order to successfully plan your self-evaluation activities it is essential that the project’s aims and objectives are clarified from the outset. This means clearly identifying what it is hoped your project will achieve. However at the early stages of any project planning these aims and objectives can be sketchy and as the project gets off the ground, realistic and appropriate aims and objectives often become more apparent.

**Aims**

An aim is a purpose or mission. Aims are general statements you intend to achieve in your project. It is likely that your project will have a number of aims. These will have been identified during the completion of the original bid application documents. Each aim is likely to have a number of objectives associated with it.

**Objectives**

Objectives are more specific measurable outcomes and should be steps towards the overall aims. The objectives of your project may be stated in your project’s application document. It is essential that you are clear from the outset what it is you hope to achieve with your project.

**Success Indicators**

A success indicator identifies the criteria to determine whether the project is successful or not in achieving the aims originally identified. However, a project may turn out to be successful in ways which were not anticipated at the outset.

Having identified your project’s aims and objectives you now need to establish success indicators. Each objective identified for the project should have clearly defined success indicators. Success indicators can be identified as follows:
Specific
Success indicators should not be vague and should be linked to your project’s aims and objectives. You need to answer the questions: Who, What, Where, When, Which and Why? Be as precise as possible.

Measurable
Measurable means that it is possible to tell whether, or to what extent, the indicator has been achieved. Ask questions like: How much? How many? How will I know when it has been achieved? Establish concrete criteria for measuring progress towards the attainment of each goal you have set.

Attainable
Indicators are only useful if it is possible to recognise that they can be achieved by those responsible for achieving the success indicator. Success indicators should be realistic but should also require effort in order to achieve them. Set realistic and achievable indicators.

Relevant
Success indicators must be relevant to those who are responsible for achieving them. It is no good setting indicators which are irrelevant to what you are trying to show you have achieved.

Time-limited
You need to clearly state the timescale over which the project will achieve your indicators.

Step 2: Collecting and Recording Evaluation Data
You need to consider the methods of measurement and sources of information that can be used to assess whether those success indicators have been met.

It is important to have a clear idea of what information you need to gather and when. Where you wish to show evidence of change as a result of your project you may have to collect baseline information prior to your project’s intervention. You would then need to consider when it was appropriate to repeat this measurement. However, all the information that you gather as evidence needs to be manageable and containable. In other words it is important to recognise what is realistic and the minimum information that will give clear evidence of the progress and success of your efforts.

The answers to the following questions will need to be addressed for each success indicator identified in Step 1:
What Data Needs to be Collected?
In monitoring your project you are collecting evidence which will help you to make judgements about your project. In Step 1 you identified success indicators for each of the objectives it is hoped your project will achieve. You now need to collect data which will show whether or not you have met this success indicator and therefore achieved this objective.

How Will You Collect the Data?
Having identified your success indicators you will now know what data you need to collect. You now need to identify how you will collect the data to allow you to examine whether or not you have achieved your success indicators. You may use:

- A weekly record of activities
- Activity logs of users
- Minutes of planning meetings
- Diaries
- Comment boxes
- Feedback from users
- Press cuttings
- Video recordings

Remember it is important to choose methods which are suitable for collecting the information you require and are appropriate to use with young people.

How Often Will You Collect the Data?
Data collection is often an on-going process with the data then being collated at certain time points. However, some types of evaluation will collect data at the start and end of a set time period only. You are likely to need to collect evidence at the start, during, and at the end of each year.

Step 3: Make Sense of Your Data
The overall aim of this step is to use the data you have collected in Step 2 to assess whether or not your project has achieved the aims and objectives that you identified in Step 1. When you examine your collected data try and consider weather your results are similar to what you had expected or not.

The way in which you examine your data will depend on the methods you have chosen to collect data. Some data will be quantifiable other data will be more qualitative in nature. Regardless of the type of data you have collected you will need to answer the following questions, which will help to structure the making sense of your evaluation data.
Have Each of the Success Indicators Identified in Step 1 been Achieved?
It is likely that the answer to this question will be yes for some success indicators and no for other success indicators, especially in the early stages of the project.

What Does the Achievement of a Success Indicator Tell You?
Achievement of a success indicator will allow you to say something about the project’s progress towards the overall aims and objectives. Non-achievement of a success indicator will need to be explained and appropriate action taken. It may of course be that this success indicator is a long term objective. In this case you may be able to demonstrate progress towards this objective.

What Implications Does this Examination of the Data Have for the Future of the Project?
The activities you have undertaken during this step will highlight areas where progress has been made towards your project’s aims and objectives and also areas which require further work. It is important that you respond to these implications.

What Will Need to be done in the Future to Ensure that the Project Achieves the Aims and Objectives Identified in Step 1?
It is important that an action plan is developed as a result of the analysis process. If things are going well this action may be to continue to exactly as originally planned. Alternatively, if problems have been highlighted a response will need to be developed. Remember, do not be alarmed - Inside Innovation staff are always at hand to help you with any of the steps described.

Step 4: Reporting and Sharing Findings
You will need to consider the best way in which your findings can be communicated. This will often involve writing a short report. Alternatively you may present your findings verbally or through mediums such as posters or videos. When you present your findings it is useful to include the following five sections:

• An introduction
• A summary of the aims and objectives of the project
• A summary of the evaluation activities undertaken
• Evidence documenting the progress of the project towards achieving the aims and objectives, highlighting areas of high achievement and any areas of concern
• Future plans as a result of the evaluation
Having completed your evaluation report it is important that your efforts do not go to waste. Sharing your findings with others is a key part of the evaluation process. It is important that the results of your evaluation are communicated so that action can be taken based upon your findings. You will need to identify all those individuals who you feel would benefit from sharing your evaluation findings. In the Inside Innovation Project, possible audiences for sharing your findings include:

- Your colleagues
- The Prison Service
- Your institutions' Senior Management Team
- Prisoners
- Inside Innovation and UnLtd staff
- Your local authority/ community

It is particularly important to share your findings and conclusions with your team, colleagues and Line manager. This is essential in order to improve performance and adjust planning.

**Personal Development**
The above sections have detailed how one can conduct a self-evaluation on a project that you are involved in. However it is also very important that any experiences you go through whilst being involved with projects is also recorded.

As an organisation that provides the funding for the Inside Innovation scheme, UnLtd are very interested in the personal experiences and personal impact being involved in these projects has had on you. This data can be collected in different ways, however as an Award Winner it is recommended that a project diary is kept at hand to record any reflections on your own personal development throughout your contact with this programme.

If you are left with more questions concerning self-evaluation and how to start, do ask any Inside Innovation staff who will be happy to help.
## Inside Innovation Personal Development Form

To be completed when Award Successful and re-visited towards end of funded period

This form will be kept strictly confidential and will only be seen by Inside Innovation Staff, UnLtd Staff and the Evaluator.

### SECTION ONE – EMPOWERMENT

1. I have the opportunities I need in order to develop and progress in life
   Disagree 1 2 3 4 5 Agree

2. I am able to access the help I need to develop and progress in life
   Disagree 1 2 3 4 5 Agree

3. I have the necessary knowledge I need to develop and progress in life
   Disagree 1 2 3 4 5 Agree

4. I am able to express what I want and need
   Disagree 1 2 3 4 5 Agree
5. **Other people take notice of what I have to say**  
   Disagree 1 2 3 4 5 Agree

6. **I am able to influence people's opinions and decisions**  
   Disagree 1 2 3 4 5 Agree

7. **I get encouragement and support from other people**  
   Disagree 1 2 3 4 5 Agree

---

**SECTION TWO – EMPLOYABILITY**

1. **How important to you is having a job?**  
   Not at all 1 2 3 4 5 Very

2. **How ready for work do you think you are?**  
   Not at all 1 2 3 4 5 Very

3. **How certain are you about the type of work you want to do?**  
   Not at all 1 2 3 4 5 Very

4. **How happy are you with your current employment?**  
   Not at all 1 2 3 4 5 Very

5. **How easy do you feel it will be to make progress towards getting a job?**  
   Not at all 1 2 3 4 5 Very

6. **How confident are you about applying for a job?**  
   Not at all 1 2 3 4 5 Very
Appendix 3: UnLtd Transitioning Questionnaire for Award Winners

Your UnLtd award is coming to an end. The questionnaire asks you to reflect on your work with UnLtd and explores how it has made a difference to you personally and to your community. This enables us to develop a systematic understanding of what our award winners – people like you, have achieved and what we can do to provide the best support possible. We need your answers to monitor, evaluate and where possible improve our performance. Any information you share with us will be processed in accordance with the 1998 Data Protection Act and will have no bearing on future applications you may submit to UnLtd.

1) **Personal impact**
Section 1) explores if and how your project has enabled you to develop your skills, knowledge, and experiences and whether there are areas where your project is likely to have a long term effect on you.

1) On reflection, please rate the overall benefit to you as an individual from receiving your award and implementing your project. Please select a number between 1 and 10: 1 stands for no benefits and 10 for strong benefits.
   Score: [   ]

**Personal Skills**
2) From the list below, please circle one skill/ competency, which you feel the project helped you with most.

<table>
<thead>
<tr>
<th>Confidence</th>
<th>Team work</th>
<th>Public speaking/presentation skills</th>
<th>Other, please specify</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>Leadership</td>
<td>Negotiation skills</td>
<td></td>
</tr>
</tbody>
</table>

3) Please use the table below to indicate whether the project helped you with developing specific skills/competencies - was this what you had expected?
<table>
<thead>
<tr>
<th>Project related skills – tick all that apply</th>
<th>Expectations, please tick one per row</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Project helped with developing this skill</td>
</tr>
<tr>
<td>Confidence</td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td></td>
</tr>
<tr>
<td>Team work</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
</tr>
<tr>
<td>Public speaking/presentation skills</td>
<td></td>
</tr>
<tr>
<td>Negotiation skills</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

**Project related knowledge and expertise**

4) From the list below, please circle one area where you feel the project was most beneficial to your knowledge and expertise.

<table>
<thead>
<tr>
<th>Environment (conservation, ecology, recycling, etc.)</th>
<th>Social issues (e.g. bullying, vandalism)</th>
<th>Other, please specify</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health (e.g. drugs, stress)</td>
<td>Community issues (local democracy, community organisations, etc)</td>
<td></td>
</tr>
</tbody>
</table>

5) Please indicate whether the project helped you with developing your knowledge in specific areas - was this in line with your expectations?

<table>
<thead>
<tr>
<th>Project related knowledge, tick all that apply</th>
<th>Expectations, please tick one per row</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Project helped with developing knowledge in this area</td>
</tr>
<tr>
<td>Environment</td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td></td>
</tr>
<tr>
<td>Social issues</td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>
**Project related experiences**

6) Please select one project related experience you found most valuable. Circle one.

<table>
<thead>
<tr>
<th>Engaging the community</th>
<th>Arts and sports</th>
<th>Caring/therapy</th>
<th>Financial management</th>
<th>Report writing</th>
<th>Project management</th>
<th>Securing support from businesses/local authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>Teaching/Training others</td>
<td>Computing</td>
<td>Business planning</td>
<td>Media and publicity</td>
<td>Fundraising</td>
<td>Other, please specify</td>
</tr>
</tbody>
</table>

7) Please tell us more about your project related experiences by ticking the relevant fields. As above, was this in line with your expectations?

<table>
<thead>
<tr>
<th>Project related experiences, tick all that apply</th>
<th>Expectations, please tick one per row</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project provided opportunities to do this</td>
<td>I had hoped for more</td>
</tr>
<tr>
<td>Engaging the community</td>
<td>This was what I had expected</td>
</tr>
<tr>
<td>Research</td>
<td>This exceeded my expectations</td>
</tr>
<tr>
<td>Arts and sports</td>
<td></td>
</tr>
<tr>
<td>Teaching/Training others</td>
<td></td>
</tr>
<tr>
<td>Caring/therapy</td>
<td></td>
</tr>
<tr>
<td>Computing</td>
<td></td>
</tr>
<tr>
<td>Financial management</td>
<td></td>
</tr>
<tr>
<td>Business planning</td>
<td></td>
</tr>
<tr>
<td>Report writing</td>
<td></td>
</tr>
<tr>
<td>Media and publicity</td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td></td>
</tr>
<tr>
<td>Project management</td>
<td></td>
</tr>
<tr>
<td>Securing support from businesses/local authorities</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>
**Long term effects on you**

8) From the list below, please circle all areas where you feel the project has had a longer term impact on you. Circle all that apply.

<table>
<thead>
<tr>
<th>Got a paid job</th>
<th>Got a qualification</th>
<th>Participated in extra community activity (in addition to my project)</th>
<th>Other, please specify</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am self-employed now</td>
<td>Accessed new networks</td>
<td>Acquired new skills</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Got a qualification</th>
<th>Participated in extra community activity (in addition to my project)</th>
<th>Other, please specify</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am self-employed now</td>
<td>Acquired new skills</td>
<td></td>
</tr>
</tbody>
</table>

2) **Community impact**

The 2nd section explores how your project has impacted on your community.

9) Please rate the overall benefit of your project on your community. Please select a number between 1 and 10: 1 stands for no benefits and 10 for very strong benefits.

Score: [ ]

10) From the list below, please select one area in which you feel the project has had the strongest impact on your community. Circle one.

<table>
<thead>
<tr>
<th>Community members formed new friendships</th>
<th>Project educated others</th>
<th>Project generated interest from businesses/ local authorities</th>
<th>Project increased community cohesion</th>
<th>Other, please specify</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals formed new networks within their community</td>
<td>Project motivated others to address social issues or to work for good causes</td>
<td>Project increased people’s familiarity with neighbourhood</td>
<td>Individuals Forged links with other communities</td>
<td></td>
</tr>
</tbody>
</table>

11) Please use the table below to tell us more about the impact your project has had on your community. Please tick the relevant fields and indicate whether this was in line with your expectations.
<table>
<thead>
<tr>
<th>Impact, please tick all that apply</th>
<th>Expectations, please tick one per row</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Project had this impact</td>
</tr>
<tr>
<td></td>
<td>I had hoped for more</td>
</tr>
<tr>
<td></td>
<td>This was what I had expected</td>
</tr>
<tr>
<td></td>
<td>This exceeded my expectations</td>
</tr>
<tr>
<td>Community members formed new friendships</td>
<td></td>
</tr>
<tr>
<td>Individuals formed new networks</td>
<td></td>
</tr>
<tr>
<td>Project educated others</td>
<td></td>
</tr>
<tr>
<td>Project motivated others to address local issues or work for good causes</td>
<td></td>
</tr>
<tr>
<td>Project generated interest from businesses/ local authorities</td>
<td></td>
</tr>
<tr>
<td>Project increased people’s familiarity with neighbourhood</td>
<td></td>
</tr>
<tr>
<td>Project increased community cohesion</td>
<td></td>
</tr>
<tr>
<td>Forged links with other communities</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

12) What was the most significant social need your project has met in your community? Circle one.

<table>
<thead>
<tr>
<th>Provided a new service or facility</th>
<th>Created wealth for community</th>
<th>Alleviated tensions in community</th>
<th>Raised awareness/campaigning an idea</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved the environment</td>
<td>Increased participation in community affairs</td>
<td>Reduced isolation</td>
<td>Other, please specify</td>
</tr>
</tbody>
</table>

13) Please tell us if your project has met local social needs listed below. Was this what you had expected?
<table>
<thead>
<tr>
<th>Social needs, please tick all that apply</th>
<th>Expectations, please tick one per row</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project met this need</td>
<td>I had hoped for more</td>
</tr>
<tr>
<td></td>
<td>This was what I had expected</td>
</tr>
<tr>
<td></td>
<td>This exceeded my expectations</td>
</tr>
<tr>
<td>Provided a new service or facility</td>
<td></td>
</tr>
<tr>
<td>Improved the environment</td>
<td></td>
</tr>
<tr>
<td>Created wealth for local community</td>
<td></td>
</tr>
<tr>
<td>Increased participation in community affairs</td>
<td></td>
</tr>
<tr>
<td>Alleviated tensions in community</td>
<td></td>
</tr>
<tr>
<td>Project reduced isolation</td>
<td></td>
</tr>
<tr>
<td>Raised awareness/ campaigning an idea</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

3) **Project specific details**<br>The 3rd section explores issues around project sustainability, inputs and outputs.

**Sustainability**
14) Have you applied for additional funding to continue your project?

<table>
<thead>
<tr>
<th>No</th>
<th>Yes, total amount applied for:</th>
<th>Total amount received:</th>
</tr>
</thead>
</table>

15) Did you receive in kind support? If applicable, please select the kind of support you have received so far and indicate how important that has been for your project.

<table>
<thead>
<tr>
<th>In kind support received so far</th>
<th>Not so important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free rent/ access to facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free use of equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(other than from UnLtd, i.e. legal advice)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local authority supported project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Businesses helped project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i.e. by providing discounts)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mentor/ training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other, specify</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
16) Do you anticipate in kind support within the next 12 months? If applicable, please select the kind of support you anticipate and indicate how important this will be for your project.

<table>
<thead>
<tr>
<th>Anticipated in kind support within 12 months time</th>
<th>Major source</th>
<th>Minor source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free rent/ access to facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free use of equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional services (other than from UnLtd, i.e. legal advice)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local authority agreed to support project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Businesses agreed to support project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mentor/ training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other, specify</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

17) Once UnLtd funding comes to an end, how long is continuation of the project secured for? [ ] years.

18) Have you already set up a legal structure for your project? Are you planning to do so within the next 6 months? Tick all that apply.

<table>
<thead>
<tr>
<th>Legal structure</th>
<th>Already set up</th>
<th>Planning to do so within 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community interest company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sole trader</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company limited by shares or guarantee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-operative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unincorporated/ as it is now</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

19) How is your project financed? Please tick all that apply
<table>
<thead>
<tr>
<th><strong>Current</strong> income sources</th>
<th><strong>Anticipated</strong> income sources in 12 months time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Major source</td>
</tr>
<tr>
<td>UnLtd grant</td>
<td></td>
</tr>
<tr>
<td>Other grants</td>
<td></td>
</tr>
<tr>
<td>Local businesses</td>
<td></td>
</tr>
<tr>
<td>Local authority</td>
<td></td>
</tr>
<tr>
<td>Donations from private individuals</td>
<td></td>
</tr>
<tr>
<td>Own means</td>
<td></td>
</tr>
<tr>
<td>Self financing - through charge for service</td>
<td></td>
</tr>
<tr>
<td>Other grants</td>
<td></td>
</tr>
</tbody>
</table>

20) If you secured additional funding or in kind support, what role did UnLtd play in terms of accessing these funds? Tick one per row.

<table>
<thead>
<tr>
<th>Funding</th>
<th>1 none</th>
<th>2 some</th>
<th>3 UnLtd was crucial</th>
</tr>
</thead>
<tbody>
<tr>
<td>In kind support</td>
<td>1 none</td>
<td>2 some</td>
<td>3 UnLtd was crucial</td>
</tr>
</tbody>
</table>

21) Has your project led to spin off projects?

<table>
<thead>
<tr>
<th>No</th>
<th>No – but it will be replicated soon</th>
<th>Yes – it’s replicated by others locally</th>
<th>Yes – it’s replicated elsewhere</th>
</tr>
</thead>
</table>

22) Has your project resulted in knowledge or other products that will still be available once your project comes to an end?

<table>
<thead>
<tr>
<th>No</th>
<th>Yes, a publication</th>
<th>Yes, a film/ broadcast</th>
<th>Yes, other products. Please specify:</th>
</tr>
</thead>
</table>

**Inputs and Outputs**

Please use the next section to summarise some of the inputs and the main accomplishments of your project

23) In your opinion, what are the main accomplishments of your project?


24) How many people participated in your project (i.e. used your services)?

[ ]
25) How have they benefited?

26) Did others, who did not have direct contact with your project benefit?

<table>
<thead>
<tr>
<th>No</th>
<th>Yes, how many:</th>
<th>How:</th>
</tr>
</thead>
</table>

27) Has your project created jobs for others?

<table>
<thead>
<tr>
<th>No</th>
<th>Yes, how many:</th>
</tr>
</thead>
</table>

28) Has your project provided training for others? If yes, how many?

29) Did your project receive any of the following publicity?

<table>
<thead>
<tr>
<th>TV coverage</th>
<th>Press-coverage</th>
<th>Other, please specify:</th>
</tr>
</thead>
</table>

30) How many people helped you with running your project?

31) On average, how many days a week did you spend on the project?

32) To what degree has your project met its objectives?

<table>
<thead>
<tr>
<th>1= not at all</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5= exceeded</th>
</tr>
</thead>
</table>

4) Reflections on UnLtd

33) Thinking back over your award, please tell us how useful you found the following?

<table>
<thead>
<tr>
<th>Networking with other entrepreneurs</th>
<th>Not at all useful</th>
<th>OK</th>
<th>Very useful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support and encouragement from Development Manager</td>
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<tr>
<td>UnLtd’s Website</td>
<td></td>
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<tr>
<td>Mentor (other than Development Manager)</td>
<td></td>
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<tr>
<td>Awards day</td>
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<tr>
<td>Project shaping meeting/meetings at the beginning of my project</td>
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<tr>
<td>Transitioning Meeting/meetings at the end of my project</td>
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</tbody>
</table>
34) Which of the above had the biggest impact? Please select only one.

<table>
<thead>
<tr>
<th>Networking with other entrepreneurs</th>
<th>On you personally</th>
<th>On your project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support and encouragement from Development Manager</td>
<td></td>
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</tbody>
</table>

35) What did we get right?

36) How can we improve (please do not tell us that you would like additional funding)?

5) For Level 2 award winners only

37) What did receiving up to £20,000 mean to you?

38) Did you request additional ventures support?

<table>
<thead>
<tr>
<th>No</th>
<th>Yes, didn’t get any</th>
<th>Yes, still to come</th>
<th>Yes, of limited value</th>
<th>Yes, valuable</th>
</tr>
</thead>
</table>

6) For Development managers

39) Reflecting on your experience of having worked with the award winner, how would you rate the self assessment as presented in this questionnaire?

<table>
<thead>
<tr>
<th>Far too negative</th>
<th>A bit too negative</th>
<th>About right</th>
<th>A bit too positive</th>
<th>Far too positive</th>
</tr>
</thead>
</table>

Thank you very much for your time and assistance, which is much appreciated. Please return the completed questionnaire to your Development Manager.
Appendix 4: Self-Evaluation 02

INSIDE INNOVATION EVALUATION 02

Award Winners

1) How did you heard about the scheme?

2) What attracted you to the project? Why did you apply?

3) Can you please indicate the level of support you have received through the following:

Development Manager and how useful have the 4 project shaping meetings been? Tel and e mail support?

Networking with other Award Winners

UnLtd/ MFD training

Line Manager at work

Work Colleagues
3a) Which, from the above list, have you found MOST useful to you and why?

4) What has been the impact on you in terms of your involvement with the project? (Confidence, Motivation, Team Work and Leadership skills, Public speaking/ presentation and Negotiation skills?)

5) What do you know more about/ have more experience in because of your contact with this project? (Any specific areas of expertise: web design/ child/ parent relations, IT use/ teaching/ planning/ time management)

6) In what ways do you think being involved in this project has affected your longer-term personal or professional aspirations?
7) How has your project/ how do you think your project will impact on/ benefit your community? (Made new friendships/ enhanced reinforced established ones (reducing isolation), educated others, motivated others to address certain issues, enhanced cohesion within working environment, is a ‘good practice’ example, provided a new service/facility, raised awareness etc).

8) What do you think are/ will be the main accomplishments of your project?

9) What do you see as the possible (ideal) future for your project and the scheme as a whole?

10) What would you say has been the best thing (s) about being involved in the project?
11) What would you say have been the most difficult/frustrating things about being involved in this project?

12) Have you applied for/thinking about further funding? Who/where from? Have UnLtd/MFD been helpful here?

13) Are there any ways in which you think this scheme could be improved?

14) What do you think it would take to 'pitch' this project positively for prison staff (to enhance recruitment)?