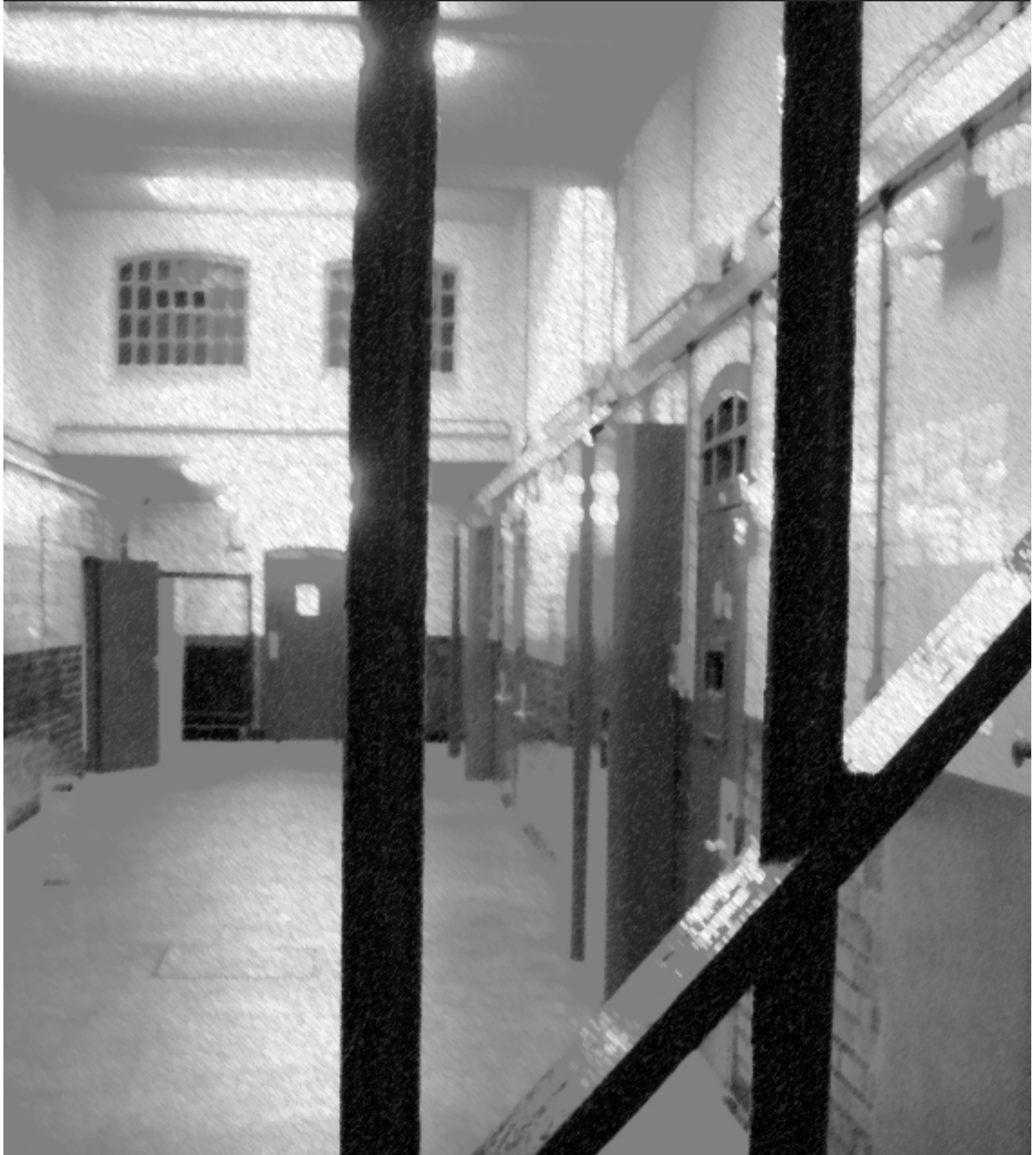


# Coaching

## inside & out

**Social Accounts 2011**



These accounts capture the start of Coaching Inside and Out with a focus on 2011, the year we began coaching female prisoners in Her Majesty's Prison Styal. They show the impact and potential of coaching on offenders in prison and on others outside the gate.

### **What are social accounts?**

Social accounting and audit helps organisations prove, improve and account for the difference they make. A draft of these accounts was tested and verified as accurately reflecting the work and impact of Coaching Inside and Out by a qualified Social Auditor, and an independent panel:

Governor – HMP Styal	John Hewitson
Deputy Governor – HMP Styal	Richard Suttle
Assistant Chief Constable with Neighbourhood Policing lead, ACPO Restorative Justice lead – Greater Manchester Police	Garry Shewan
Project Manager, Central and Eastern Cheshire Primary Care Trust	Emma Leigh
Previous NOMS Social Enterprise Champion	David Preston
Social Auditor, Director of The Connectives Limited, Director of Social Audit Network	Liz Brooks-Allen
Social Accountant, Managing Director of Coaching Inside and Out	Clare McGregor
Chair of Coaching Inside and Out, Founding Partner of The Connectives Limited	Liz Cross

The Social Audit statement can be found at the end of this document.

### **For more information**

[www.coachinginsideandout.org.uk](http://www.coachinginsideandout.org.uk) describes the organization, how we coach, and shares stories about others who live and work behind HMP Styal's gates. From May 2013 it will include our work with offenders in the community and, eventually, in other prisons.

You can follow us on Twitter [@Clare McGregor](https://twitter.com/Clare_McGregor).

### **Author**

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8 April 2013

## *Summary of Social Accounts 2011*

Coaching Inside and Out works to create lifelong change with offenders: to change their lives and those of others for the better. This can then reduce the financial cost to the system of repeat offending and the enormous human cost to the lives of offenders, their families, and victims.

Coaching is radical: it gets to the root of clients' values, motivation and goals. It also gives individuals complete responsibility for changing their own lives. Coaches do not mentor: we do not advise, suggest solutions, share experiences or pass on requests. Instead we develop skills and empower clients to think and take action. By building up clients' inner resources they can find and make the most of external resources after coaching ends. As our very first client said:

*"You've made me realise I can do things,  
just by making me think about it."*

Coaching Inside and Out trained and supported 12 unpaid part-time coaches to provide up to 6 hours of coaching and one-off group sessions for 38 women over 10 months in Styal prison to:

- help women find out about themselves, create options, and make the best choices;
- develop ourselves as coaches and as people; and
- use what we learnt to improve what happens in Styal and elsewhere.

Some women came off anti-depressants, reduced their self-harm, and spoke of the impact on their children. Coaches and clients evidenced further potential with increases in:

- |                  |                      |
|------------------|----------------------|
| • Motivation     | • Responsibility     |
| • Confidence     | • Problem-solving    |
| • Self-awareness | • Resilience         |
| • Self-respect   | • Sustainable change |

Coaching Inside and Out used the Outcomes Star tool to score 9 aspects of clients' lives (such as accommodation and health) on objective scales of 1-10. Of our clients 22 remained in Styal long enough to measure data before and after coaching.

The average positive change was 19 points - two thirds of the maximum possible. Greatest increases were in self-reliance and 'social capital' (i.e. supportive networks and relationships). Women grasped what they really wanted in life, worked out how to achieve those goals and began to change how they saw the world and their place in it. One client was clear:

*"I think it's fantastic.  
Everyone should do it."*

Coaching Inside and Out developed our approach without payment because we believe in the impact coaching has on clients, their children, victims, and the communities in which we all live.

We are exploring coaching male and female offenders in the community and other prisons and welcome links with others who are doing the same.

OVERVIEW .....	4
1. The Author and Time Period .....	4
2. Method and Stakeholder Analysis .....	4
3. Compliance.....	5
DESCRIPTION .....	5
4. Need .....	5
5. Mission .....	5
6. Objectives.....	6
7. Activities.....	6
8. Values.....	7
PARTICIPANTS .....	7
9. Clients.....	7
10. Coaches .....	9
FINDINGS.....	10
11. Objective I Help women find out about themselves and make the best choices. ....	10
12. Objective II Develop ourselves as coaches and as people. ....	22
13. Objective III Use what we learn for improvement in Styal and elsewhere. ....	26
14. Impact .....	27
15. Impact for the criminal justice system and Social Return on Investment (SROI) .....	28
16. The unpaid costs of Coaching Inside and Out.....	28
CONCLUSIONS AND RECOMMENDATIONS.....	30
17. Conclusions .....	30
18. Summary of Learning .....	30
19. Plans for the next social accounting cycle (2012) .....	32

[APPENDIX I - Demographics](#)

[APPENDIX II - Coaching Inside and Out records](#)

[APPENDIX III - Letter to the Governor from a client](#)

[APPENDIX IV - Social Audit statement](#)

## OVERVIEW

### 1. The Author and Time Period

Clare McGregor is a criminal justice consultant and qualified coach who met Clive Chatterton, then Governor of Styal, to discuss her idea of coaching women in the prison on 1 November 2010. Clare is now the Managing Director of the new social enterprise - Coaching Inside and Out - which was set up with many others to develop this work.

These accounts cover all of 2011, including 10 months of operational activity. The first coaching session took place on 6 March 2011.

### 2. Method and Stakeholder Analysis

This first set of social accounts was compiled by the Managing Director with the support of Liz Brooks-Allen, an experienced social auditor and Consultant from The Connectives. The data and views in these accounts were collected continuously from the start of the initiative with additional questions put to the coaches during compilation.

Due to limited resources and capacity we only consulted and captured ongoing feedback from a limited number of prioritised stakeholder groups about our first year's social accounts. These were:

- Coaches All 12 active coaches contributed to and reviewed these accounts.
- Users Clients have been asked for their views throughout their coaching.
- Partners Prison and probation staff within the prison.

Governance was informal in 2011. For speed and simplicity it was agreed that there was initially no need for constitution. Members of Coaching Inside and Out sign up to a Coaching Group Agreement (see Appendix I). Decisions were taken by the Managing Director after discussion with members of the group whenever this would add value. We then began to explore forming both a social enterprise and a charity.

There were no funders, regulatory bodies or suppliers.

The Managing Director was able to set up Coaching Inside and Out without any funding because she runs her consultancy as a social enterprise: donating profit and time to charities.

The initial unpaid investment of over 117 days of Clare's time to the end of 2011 included:

- coach recruitment, training and events;
- design and continual improvement of the service;
- writing and maintaining full documentation for coaches, clients and prison staff;
- client meeting and matching;
- prison liaison: connecting with staff and designing/managing processes;
- support and problem-solving;
- communication with supporters and other services; and
- administration, audit and accountability.

Other coaches and consultants also gave considerable unpaid time to the development of the service and the actual coaching.

Whilst the service has been in its developmental phase we limited our engagement and communication with others in the local, criminal justice and voluntary sector communities, as well as with the wider community of politicians, the media etc.

In future we aim to include the following, as appropriate:

- |                     |   |
|---------------------|---|
| • Partners          | Non-coaching members and friends of Coaching Inside and Out.  |
| • Finance           | Our bank and commissioners once we have one/any.  |
| • Our community     | The local community; others in the criminal justice world; and in the voluntary, community and social enterprise sectors. |
| • Wider community   | Politicians, media, bodies/people we want to influence  |
| • Governance        | The board - of the future organisation.   |
| • Regulatory bodies | Once our structure and those bodies are known.  |
| • Suppliers         | Once we have any.   |

The service has changed and adapted constantly in response to feedback from clients, coaches and other stakeholders such as staff within the prison.

### **3. Compliance**

The regulations we comply with are:

- The Official Secrets Act
- Prison rules
- Prison PR restrictions.

## **DESCRIPTION**

### **4. Need**

Styal prison is 'home' to 459 of our country's most damaged and damaging women who often live extremely chaotic and challenging lives.<sup>1</sup>

The level of physical and mental health need alone is huge and there are extremely high levels of self-harm throughout the jail. The healthcare team deals with 85,000 appointments a year and has 240,000 contacts just for medication (i.e. an average of at least 185 appointments and 523 medication contacts per prisoner).

### **5. Mission**

Coaching Inside and Out was formed to create life-long change with women in HMP Styal.

Since 2011 we have widened our remit to increasing the availability of coaches to support all those who are, have been, or are at risk of being offenders.

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<sup>1</sup> For more information about women's needs see 'The Corston Report: a review of women with particular vulnerabilities in the criminal justice system', which was written in 2007 but remains highly relevant.

- To provide coaching to offenders.
- To support and encourage others to provide coaching for offenders.
- To encourage a culture within organisations where we work that both encourages coaching and appreciates the impact it has on individuals and the community.

We work with women in Styal to change their lives and those of others for the better (including the lives of their children, their victims and the communities in which they live).

As life coaches, rather than mentors, we neither advise nor signpost prisoners to other services, instead we empower them to think and take action for themselves.

Clients must be:

- Well (assessed by Prison Healthcare)
- Willing (decided by clients after their first session)
- Not violent in the prison.

Serious offences are no reason to exclude women from coaching, nor is women being disruptive within the prison. Clients' offences can be anything from shoplifting to murder and they may be long-term prisoners or on very short sentences. We work with them as women, not as prisoners, so we do not discuss offending as far as possible.

We are very aware the prison is a controlled and controlling environment and have worked hard to ensure there really is a choice for clients to participate. Some may start coaching thinking they will go through the motions and that it may help them to get early Release On Temporary Licence<sup>2</sup> but then realise the deeper benefits of personal growth and understanding.

The Healthcare department clears women to be coached as long as clients are not currently engaging with counselling and are not struggling with their mental or physical health. Illnesses such as depression are not necessarily reasons to exclude women.

## **6. Objectives**

- I. Help women find out about themselves, create options, and make the best choices.
- II. Develop ourselves as coaches and as people.
- III. Use what we learn for improvement in Styal and elsewhere.

These objectives were discussed and agreed in December 2010 and January 2011 by the Managing Director and groups of coaches interested in developing and delivering the service.

## **7. Activities**

- I. One to one coaching.

The coach explores the client's current situation in different areas of her life using the Outcomes Star<sup>3</sup> (an objective tool that supports and measures change) before taking the client's lead in looking at her values, limiting beliefs and goal setting.

<sup>2</sup> i.e. With an electronic ankle bracelet and a curfew time (commonly referred to as being 'on Tag').

<sup>3</sup> The original version of the Outcomes Star designed for staff working with people who are homeless: [http://www.homelessoutcomes.org.uk/The\\_Outcomes\\_Star.aspx](http://www.homelessoutcomes.org.uk/The_Outcomes_Star.aspx). See image in section 11.

We aim to spend six hours with each client (or up to eight at the very most) both in order to build self-reliance and also to ensure we can coach as many women as possible.

Sessions last an hour or more with additional three monthly sessions for as long as the client remains at Styal and she and the coach feel it is beneficial.

## II. Group coaching.

The average stay in Styal is just six weeks. Group Sessions enable us to work with the many women likely to be there for less than that. The session takes four hours on a single day and explores women's values, helps them work out a goal and turn around a limiting belief. Clients receive some one to one time with a coach within this session.

## III. Prison radio broadcasts via Stylistic Radio.

Working with the prison's radio station to devise a programme of tips, tools and tricks related to coaching and self-help.

## IV. Training, development and support for coaches

This included training sessions, discussion meetings, an away weekend, debriefing and many explanatory and practical documents, some of which are listed in Appendix II.

## V. Reflection and transfer of learning

Coaching Inside and Out's approach is fully documented and replication options have been considered from the start. It has an extensive monitoring and evaluation framework agreed with the prison. Written updates capturing activity and lessons learned in setting up the initiative have also been emailed to over 100 interested people across the country. These were sent in March and May 2011.

## 8. Values

Coaching Inside and Out coaches have agreed our core values are: responsibility, respect and choice.

## PARTICIPANTS

### 9. Clients

An initial estimate by prison staff was that 15-20 of the maximum 459 prisoners in Styal might be suitable for coaching in terms of being well enough and ready to engage. We now believe nearer 40 per cent may be coachable i.e. ten times as many.

#### Referral process

Clients were selected solely by Offender Supervisors based on sentence planning within the Offender Management Unit (OMU) for the first three months and this has continued to be the



main referral route. Probation welcomed the opportunity to offer coaching to women who were not suitable for, or had already completed, the existing courses within the prison.

We have now expanded to work with women referred from across the prison. Clients who had been coached also promoted the service by word of mouth encouraging other women to put themselves forward. The motivation to put themselves forward means some of those women may have higher self-esteem and confidence compared with the overall population but by no means all.

Clients have had unusually high literacy levels so far and we are keen to work with those who are more representative of the general prison population in this respect.

#### Who we have coached

Coaching Inside and Out worked with 38 women in 2011 – roughly equivalent to one per cent of the national female prisoner population.

<b>Total clients coached</b> since March 2011 (five had group and individual coaching)	<b>38</b>
Clients currently being coached	10
Clients completed individual coaching	21
Clients completed group coaching	7
Moved to another prison or left prison before completion	5

Clients have been 19 to 59 years old and we have coached a young woman whose baby was due in four weeks and a young mother already on the mother and baby unit. Two thirds have children with an average of two children each. A quarter of the children are likely to live with their mother on release i.e. a third of all the children born to the women. Some of those children who do not live with their mother on her release will be adults but some will be living with other family members, be Looked After by Local Authorities, or be fostered or adopted.

Clients have committed a range of offences, including the most extreme. We have worked with women in the prison for just a few weeks, although roughly a quarter have been long-term prisoners. The majority of women lived in houses (which hold most of the population), although one more experienced coach has worked with three on the wing (where women who pose a higher security risk are likely to be).

They have come from places across the North West and well beyond it: from North Wales across to County Durham and they will be returning to areas as far south and north as Oxfordshire and Scotland-

Demographic data is self-defined and logged anonymously to assess the diversity, equality and accessibility of the initiative to all those eligible to participate in it. Initially this data was not collected during group sessions, where two women from visible ethnic minorities have participated. Otherwise all women have been white.

The complete table in Appendix I only gives demographic totals. Further analysis is possible. Comparable data on HMP Styal's overall population was received for March 2012 and this aspect will be analysed in the 2012 accounts.

## **10. Coaches**

There are 12 active male and female coaches aged 30-62. Over 10 other people have expressed an interest and more will become active soon.

The initial invitation was:

“We are looking for volunteers to coach female prisoners at HMP Styal near Manchester Airport. This will be very challenging but could also change the lives of all concerned.”

Coaching Inside and Out is a diverse group including coaches who have worked with CEOs, Directors, and leaders in FTSE 100 and 250 companies, as well as smaller corporate and not for profit organisations. We have also coached leaders within the criminal justice system, including chief police officers and prison governors.

Not everyone is an experienced coach but those who are not have skills in other areas that strengthen the group and have developed their coaching skills before working in the prison, including at least one group coaching session and development sessions. The range of expertise within the group is indicated by its inclusion of: current and ex-magistrates, barrister, students, a PCT Chair, and senior civil servants, as well as people with their own training, consultancy or coaching businesses.

Coaches travel 21 miles to get to the prison, on average.

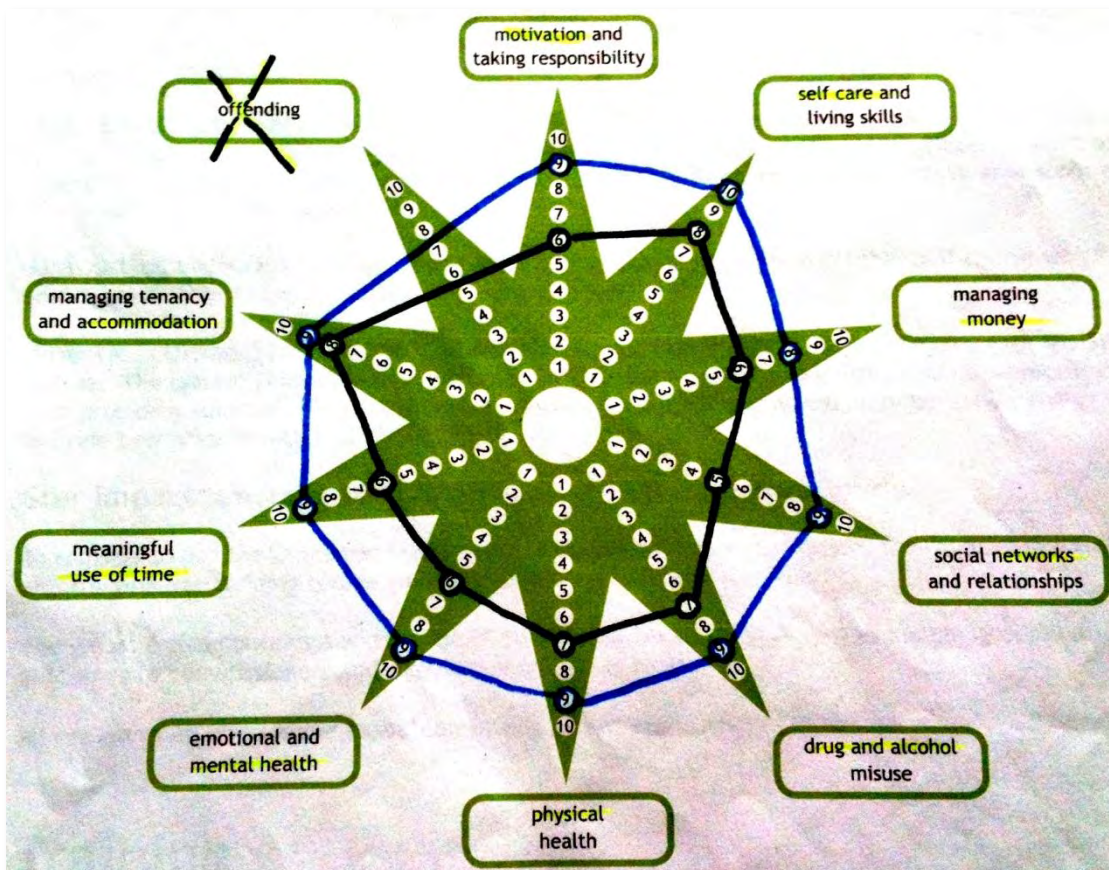
The complete coach demographics in Appendix I again only give the totals with further analysis possible. Our aim is to have a diverse group of coaches for the benefit of the overall service, rather than to match clients' characteristics in any way.

## FINDINGS

### 11. Outcomes for Objective I

**Help women find out about themselves, create options, and make the best choices.**

At the beginning and end of the coaching clients decide with their coach where they are on the Outcomes Star. Our primary use of the Star is to structure the first session; however, it also indicates client outcomes and shows their 'journey' or 'distance traveled'. This is shown below by the difference between the average of scores taken at the start (in black) and at the end (in blue).



The Star has ten points relating to ten different areas of life (similar to, but not directly mirroring, the National Offender Management Service's reducing re-offending pathways).

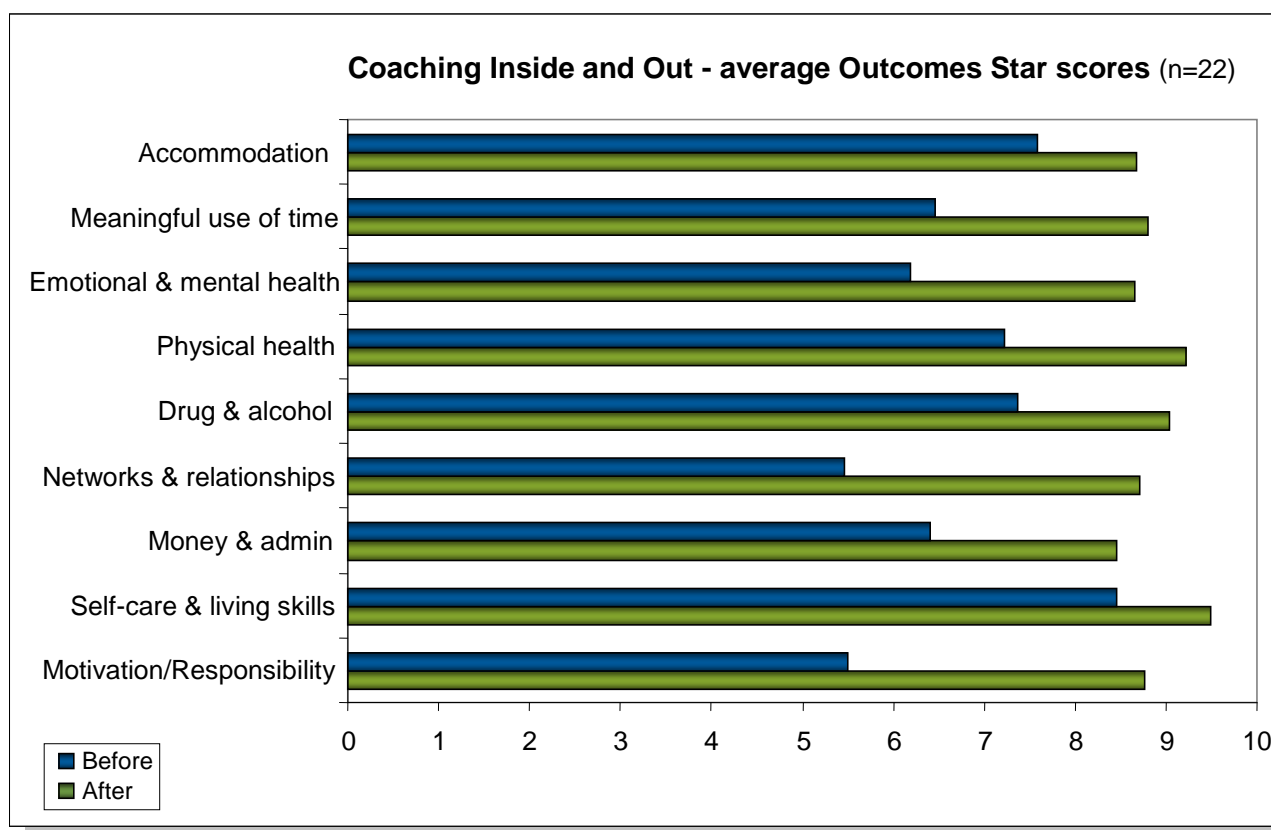
Motivation/Responsibility  
Self-care and living skills  
Money and admin  
Networks and relationships  
Drug and alcohol  
Physical health  
Emotional and mental health  
Meaningful use of time  
Accommodation  
Offending

Each is scored 1-10 using a colour-coded objective scale and clear and detailed descriptions of all 100 scores to help the client and coach gauge which best reflects her situation. This objectivity ensures consistency and counteracts any changes in moods or interpretation.

The pairs of scores relate to what the Star's developers call the Ladder of Change:

1-2	Stuck
3-4	Accepting help
5-6	Believing
7-8	Learning
9-10	Self-Reliance

As coaches do not discuss offending we leave that ladder blank and cross the heading out as a positive and symbolic way of emphasizing we are working with clients as women, not as prisoners. Clients can choose to score the same ladder differently to illustrate as it is in Styal and for their life outside (particularly for areas such as 'Managing tenancy and accommodation' and 'Meaningful use of time').



The chart above and table below show the average outcomes for the 22 clients we were able to collect this data for in 2011. After coaching the overall positive change on the Outcomes Star's objective scale was up 19 (two thirds of the maximum possible improvement).

	<b>Before</b>	<b>After</b>	<b>Change</b>
Accommodation	8	9	<b>1</b>
Meaningful use of time	6	9	<b>2</b>
Emotional and mental health	6	9	<b>2</b>
Physical health	7	9	<b>2</b>
Drug and alcohol	7	9	<b>2</b>
Networks and relationships	5	9	<b>3</b>
Money and admin	6	8	<b>2</b>
Self-care and living skills	8	10	<b>1</b>
Motivation/Responsibility	6	9	<b>3</b>
<b>Total</b>	<b>61</b>	<b>80</b>	<b>19</b>

The greatest changes were in self-reliance and ‘social capital’ which are indicated by shifts in motivation/responsibility and in networks/relationships. The two columns below describe this change using the words of the Star’s developers, the same words that the coach and client use to decide where the client is in the first and last sessions.

The motivation/responsibility change was:

From

6

Know what I want and I’m starting to do things to get it – with lots of help.

Change feels frightening and familiar ways are tempting; needs support and may say and do contradictory things. Their level of commitment to change may vary.

To

9

Comfortable with new lifestyle but need help now and then.

Confidence getting stronger as they get through setbacks. Able to judge when needs support rather than have it there all the time.

The networks/relationships change was:

From

5

Have found someone I can talk to and trust. I want to address my family issues.

Starts to value and trust key worker or another staff member, which gives them a sense of how relationships could be and reinforces dislike of exploitative relationships.

To

9

Have people I can rely on but need help in this area now and then.

Relationships feel more secure. Willing to explore and take risks with new people. May be helping old associates change themselves

### *Initial evaluation intentions*

The prison intended to use an existing review process for coaching in the prison and ask Personal Officers for their comments on change in an individual’s behaviour and approach within six weeks of their last coaching session. This more qualitative than quantitative behaviour change was to be noted on the house or wing and recorded on NOMIS (the prison database).

In reality this element of the evaluation has been extremely difficult due to the flow of women through Styal (e.g. no one knew who the first client was once she had left the house and the prison, so a review was impossible). Even if the client is known, probation and prison staff are still too busy with essential work to do this and to complete the evaluations planned for three months after coaching ends.

We therefore need to review the usefulness and likelihood of this being completed in future.

The prison classifies coaching as 'Meaningful use of time' and sees it as encouraging women to develop their own 'Purposeful activity'.

### *Probation feedback*

Probation has, nonetheless, been able to provide some detailed feedback and here is the view of one Probation Service Officer on coaching:

"I have seen K and she is positively "glowing" following your input... From my 2 cases alone I can see what a positive difference you and your team have made."

"I'm not sure how great a weight can be placed on Life coaching as far as HDC<sup>4</sup> is concerned as I did not attend the Boards. However I am aware from my colleague who sat the Boards that both X and Y presented very well and had a firm idea as to where their futures lay. This confidence and evidence of planning will certainly have helped as it shows positive steps by the individual to address their risk factors as far as risk of offending and risk of harm is concerned.

"For my part it was wonderful to see both these women with a sparkle in their eye and with a true belief that they could have a worthwhile future. Life coaching for me has given both these women the opportunity to concentrate on themselves as individuals rather than just focussing on the reduction of risk/the offence which is obviously what I have to do. A by product of this is that they have reduced their risk levels as they now have a renewed belief in themselves which is a great protective factor."

### *Client and coach feedback*

Qualitative feedback from clients has also been a lot easier to elicit.

Coach and client feedback is sought and relevant comments recorded by coaches throughout and on completion of all sessions with each client. This is at the three levels of reaction, learning and performance. There are specific questions to ask: half-way through (i.e. at the end of session 2 or 3); at the end of the final session; and, if still in the prison, 3 months after coaching ends. These questions include whether coaching is working well for her and what would make it better.

Clients' views on coaching:

"It's the best thing I've ever done."

"I've got a sentence plan but that was done for me, I didn't do it myself."

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<sup>4</sup> Home Detention Curfew (electronic tag).

“I would definitely recommend it to others. I would pay good money for it!”  
“I feel like a completely different person and it’s completely down to my life coaching.”  
“It’s had a massive impact – I could be off the house, off enhancement<sup>5</sup> and down the wing.”  
“I think it's fantastic: everyone should do it. “

Clients’ views on their coaches:

“I can be honest with her.”  
“I can really trust her.”

We had hoped coaching would have the following benefits and found this to be true based on feedback reported by both coaches and clients.

- a. Confidence
- b. Motivation
- c. Self-respect
- d. Aspiration
- e. Self-awareness
- f. Being in control
- g. Choice
- h. Problem-solving
- i. Empowerment
- j. Responsibility
- k. Resilience
- l. Sustainable change.

We also found the benefits went well beyond these to include:

- m. Being able to look forward
- n. Being outside the prison system with no agenda helps engage clients
- o. Working with clients as women and as equals, not as prisoners
- p. Wanting to help others and learn coaching skills themselves
- q. Coming off anti-depressants
- r. Looking to the next generation
- s. Strengthening supportive relationships
- t. Helpful disclosures
- u. Removing paralyzing fear that stopped women moving forward.

### **In their own words**

Many of the following quotes are unsolicited: captured from clients throughout the sessions and from coaches at any point they were speaking to or writing to the Managing Director. Some of the

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<sup>5</sup> “Off enhancement” means having privileges such as higher wages and more visits from friends and family taken away. The wing has a stricter regime than the houses, which are a privilege to be/live on.

quotes are taken from the end of coaching certificates<sup>6</sup> and others were gathered from clients as part of the evaluation questions asked halfway through a client's sessions and at the end. A number of clients have written to the Governor in appreciation of the service and one of these letters is reproduced in Appendix III.

There are fewer negative quotes as when things needed changing they were changed rather than simply recording the problem. Much of the learning is included in section 18 below and more will be addressed in the Coaching with Styal blog. Also, negative aspects are not part of certificates and the whole emphasis of the coaching is on positives.

This is not a transcript, however, more of the clients' quotes were written down verbatim from conversations as they occurred, whereas the coaches' comments tend to be more considered purely because they were taken from emails or notes written after a period of reflection.

On the **left** are  
quotes from 16 of our **clients**

On the **right** are  
quotes from the 12 **coaches**.

a. **Confidence**

"It has made me more confident.  
I can address things I couldn't address before."

"I've never felt more confident"

"You are more confident – in the way you speak and look and move - I've seen it with other prisoners, I hear it in the way you talk to staff and about how you approach things."

"It's given me so much confidence it's unbelievable. I wouldn't have done half the things I've done now. It's taught me so much."

b. **Motivation**

"A lot more things have gone good for me since.  
I did more things and got positive things back.  
I used to think I could just sit around and wait for good things to happen."

A client recommended coaching to others:  
"it helps you find your own answers."

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<sup>6</sup> Coaches write a certificate for each client capturing their achievements, describing what we did, how our clients reacted, and any positive reflections we have. This is in bullet points (suitable to show others as part of a portfolio) and often also as a more personal description of what happened and how the coach views her.



"It's better than counselling: you're not going through things over and over again. You can see light at the end of the tunnel: I can see the way ahead now."

c. **Self-respect**

"This is a new me and I quite like the new me."

"You will always have people who love you for who you are, not what you have."

"Shown me that it's good to think about myself more."

"Getting her to think about the knowledge, skills and qualifications she has and how she has used them. Made her reassess her belief that she was uneducated."

d. **Aspiration**

"What do you want from this?"

"Hope."

"There is hope implicit in 'looking forward' to things: coaching deliberately moves clients forward to where they want to be, rather than looking back at who they were."

"Permission to want and realise they deserve to get something."

"I've asked for things now and I never would have used to"

"Perhaps I'll do a degree in future."

e. **Self-awareness**

"She has been finding herself through coaching: where you can explore who you are without being judged or criticized."

"You've made me realise that I actually do know what I want."

"She had discovered an inner voice that helped her be more grown up about her relationships with others... a reflective capacity (she) said she had never had before receiving coaching."

“Looking at the Star you could clearly see the problem areas.”

“Through coaching she was able to broaden her perspective to move to seeing things as effective and not effective, rather than right or wrong thereby allowing her to appreciate other ways of doing things. This significantly improved her relationship with her padmate and the client could see ways of improving her relationship with her daughter on her release.”

“I wrote down angry feelings instead of getting into loads of trouble. I’ve found I can express myself (be true to myself) but not hurt others in the process.”

“Even though these clients haven’t had the benefits that most of my clients have they have been equally ready to and able to understand their situation and what they need to personally address to move on.”

f. **Being in control**

“Realising the past won’t hold me back - can’t hold me back.”

“She did think that control in some key areas of her life had been taken away from her in the prison environment. Getting her to work out what she could do in these areas that was within the prison rules made her realize that she can still have a positive impact on these areas and therefore now feels more positive about these.”

“I feel happier now. I knew I wanted to do things but didn’t do them. I can now prioritise and as I’ve written down what I need to do in the short term it seems achievable so I just do them. I feel good after doing any of my actions as I feel a sense of achievement... It’s like driving, before I was just driving around aimlessly not getting anywhere in particular, but now it’s like I have a map so can go straight where I want to go.”

“She's just moved mountains.”

g. **Choice and seeing possibilities**

"Coaching gives women permission to make their own decisions and take (sometimes extraordinary) action, as if it was pent up but now made possible."

"I'm not going to make my past mistakes again"

She's "much more constructive not self-defeating/destructive... stopped beating herself up and... stopped getting into trouble."

h. **Problem-solving**

"I have no doubt she is a more resourceful person than when we started."

"Not suggesting actions protects us and encourages clients to look inwards for the answers."

"You've made me realise I can do things: just by making me think about it."

She's "recognised how everyone is unique and how best to get what she needs by working with others."

i. **Empowerment**

"I never thought I would say you could feel independent in prison – but from this experience – I do"

"Small signs of progress felt best e.g. awareness by the client that she was really the only one who could help herself. I am now much more hopeful that prison is not always a revolving door."

"I'll never let a man rule my life again"

"All along I've known I've always had good intentions but was always scared of the 'What ifs', the consequences, even the tiny little things."

“At first she had been disappointed to only have 6 coaching sessions. She now sees that the 6 sessions were right in that she had needed to take responsibility for herself and more than 6 sessions may have made her dependent on me as her coach and instead she has developed independently.”

j. **Responsibility**

“If anyone is going to change anything it's got to be me. If you do nothing you'll be in the same position in 10 years time.”

She “wrote a letter to her victim acknowledging the impact of her offence and expressing regret...  
Watching a coachee move from not taking responsibility for her crime to acceptance and remorse was just amazing”

“You face tough issues - writing to your sister and changing your views.”

She “shifted from victim mode to recognizing she has to take responsibility for her own feelings. Stopped blaming others for all her misfortune.”

k. **Resilience**

"Each day I feel stronger to fight and win back my old place in society."

She “changed behaviour on house – stopped being put upon and doing for others what they could/should be doing for themselves”

She “had started her recovery from alcoholism on entering prison and coaching has helped to support and reinforce that recovery.”

One role play about release led to the client actually agreeing to take the ‘drugs’ the coach was ‘pushing’. However, by the time coaching was over the coach felt able to tell her:

“You have learnt to be assertive and say “no” to bad relationships and to drugs. You now say that you are 98% able to resist going back to drugs, even when there are “down times”.”

**l. Sustainable change**

“By building up their inner resources clients can find and make the most of external resources after coaching ends.”

“Any time I feel down I can look at my action plan and goals written in a positive way for the future and can see what I have to look forward to... when I saw it written down on paper I realised that I can do it rather than it just being a mess in my head... I’ll continue doing this now for the rest of my life as it has been so useful and makes it seem possible.”

**m. Being outside the prison system with no agenda helps engage clients**

“I feel like I’ve got someone there who wants to help me, for no other reason than wanting to. It made me question why at first, because no one’s wanted to help me for nothing before.”

“It’s the only time that I can say what I actually think.”

**n. Working with clients as women and as equals, not as prisoners**

This means we do not focus on clients’ offending, and avoids compromising us as we cannot specifically coach them towards early release or proving ‘innocence’.

“Thank you so much for calling us clients.”

“There’s no power imbalance.”

**o. Wanting to help others and to learn coaching skills themselves**

"I want to share what I've learnt"

"I'm going to stop feeding people info but get them to find out for themselves"

“You show care for others which is about building their ability to become stronger and sustain changes they make.”

“She would like to volunteer with families of women in prison and do a mentoring course when she gets out.”

She’s “seeking funding for training as a drug and alcohol worker.”

p. **Coming off anti-depressants**

Two clients have explicitly stated that they no longer take anti-depressants thanks to the impact of their coaching. A coach wrote of another client:

“She had a history of suicide attempt.  
Now much more positive.”

q. **Looking to the next generation**

The pregnant women, new and existing mothers we have been able to work with have meant there is a possible impact on future generations.

“At our first session, I met a tearful P who could think of nothing to value about herself, or her life, apart from the baby she was carrying. By the time we said our goodbyes, she had come off antidepressants and secured herself a job (on the outside) to start once her baby was six months old. She also changed from being unable to understand why her partner wanted to be with her into a young woman who was looking forward, with confidence, to building a close and loving family, with him, for their baby.

“Her confidence will give that baby a much better chance breaking the cycle of low self-esteem. It will create an environment that will enable that baby to thrive.

“She is very unlikely to forget. To have done it once shows it is possible.”

r. **Relationships: strengthening good ones and ending bad ones**

“She’s more confident, positive, and able to handle relationships in prison.”

“She identified people who she didn’t want to be with anymore and resolved to exclude them from her life.”

She “reestablished contact with sisters (lost on coming in to prison).”

“I had a broken down relationship. It was because I couldn't be honest... Thinking back, it's weird. It took all these years and it took me one session and I wrote a letter.”

She “had a discussion with her partner about her fears around his infidelity while she is in prison”

s. **Helpful disclosures**

A client told her coach about childhood abuse that she had never told anyone else in the prison. After just two sessions, she then agreed for her story to be shared if it might help others. This disclosure also meant she could receive appropriate support on release.

t. **Removing paralyzing fear that stopped women moving forward**

“I’m not scared anymore about the idea of getting out. I feel nervous but know what I want so can plan now.”

“She was able to share something weighing heavily on her and when she wasn’t judged it may well have given her the courage to act.”

u. **Working towards employment**

She’s “been able to gain the employment inside the prison working in the gardens”

She’s “taking up large number of opportunities for training/development offered by the Prison (including psychology foundation course)”

She “passed her level 1 maths and English assessments”

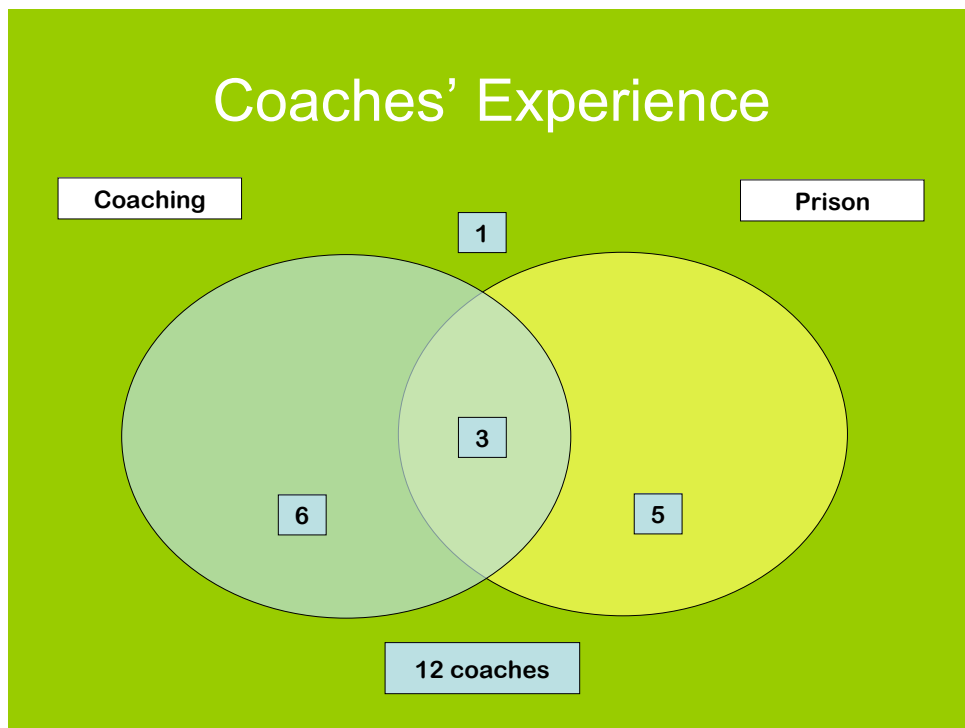
She “found job for after release which offered training and worked around her (circumstances)”

She “wrote a business plan.”

**12. Outcomes for Objective II**

**Develop ourselves as coaches and as people.**

Coaches can take on clients as and when their other commitments allow, including seeing clients in the evenings and weekends. A number of coaches said that they just did not have the time to coach women in Styal but were determined to make time because the idea was so appealing and important to them.



Half of the coaches had not coached before joining the group and a couple had only worked as executive coaches within organisations. More than half were new to working in prisons and only three had both coached and worked in prisons.

## 1. Professional development

- "I've found the experience to be really enlightening in understanding how very like other coaching sessions I've done in that people at whatever level in life often share similar personal challenges."
- "I've not done life coaching before, but it's been really useful to test out my coaching in a different context."
- "Coaching itself is a new skill for me as I have been more involved in mentoring."

Whatever their previous experience, almost all the coaches now feel they have learned and successfully used some new coaching techniques: language, questions, examples, and frameworks to suit their clients' preferences. All coaches now fully understand and use the Coaching Inside and Out approach, including the Outcomes Star. Coaches are strongly encouraged to take on two clients at first: to compare and contrast, reduce the intensity of only working with one woman and to overcome the human tendency to generalize from just one experience.

## Training

Eight coaches attended a four hour training session on 13 April 2011 in central Manchester and books on coaching have been recommended and shared within the Group. Opportunities for coaching practice and observation are also possible within group coaching sessions: this allows learning about coaching and a sense of doing so behind locked doors, including working one to one with prisoners but with the security of being in a room with other experienced coaches.



## Debriefing

Everyone must debrief with another coach as soon as possible after their first session in the prison or with a new client. The first four coaches also paired up with the second cohort, so that learning was shared and people who most needed support received it.

## Development

Optional meetings took place throughout the year to develop the approach, share new techniques, and discuss clients and other issues relating to working in the prison. A weekend away was also arranged in October where 11 coaches met to share stories (within the confidentiality agreement signed up to by both clients and coaches) and develop the initiative. Essential information from these was shared by email and incorporated in continually updated comprehensive documents that pull together most of our learning to date.

### 2. Employability

- “I have broadened my horizons from professional services coaching / business coaching... I am gaining more confidence in fields outside my own work experience and have recently started to coach a general manager of a charity”
- “I've added a different dimension and new skills to who I am. I now know that I can convert this fantastic opportunity to any setting. Future employers have been really interested in how those skills and that experience of being able to think outside the box in a challenging environment can be adapted to their business.
- “My coaching capability has increased... I now have an understanding and experience of working with women in a situation where their options and power to make significant changes is sometimes very limited. This has meant thinking differently, being more creative in finding options and solutions to the issues that were being presented... I have been able to add it to my CV which I think will improve my employability.”
- “I suspect it has made me more employable in areas I would want to work in as I have a wider range of experiences and knowledge”

### 3. Self esteem, confidence and inspiration

- “Before I started I thought: ‘What difference could we possibly make in six hours?’”
- “It’s constantly surprising me in doing what it’s doing. I really wasn’t expecting this kind of change.”
- “I'm more proud of what I've done in the last six months than what I've spent a lifetime doing as part of a career.”
- “Working with them made me feel useful and increased my sense of self-worth.”
- “It’s helped me a lot in terms of my self-esteem.”
- “I went into every session worried about the impact I was having and whether I was having any impact at all, however... she was finding the sessions very useful and would not have been able to achieve what she had done without the non-judgmental approach.”
- “It’s doing me the most good of anything in my life at the moment. I come out feeling really energised.”

- “I walk out of Styal with a spring in my step. You see that ‘lightbulb’ flickering in them. I love it.”
- “I have adored making a change in my life. I never believed I would have gone into the likes of a prison and proven I can really coach anybody, even people who have no idea where they're going. It's another world.”
- “I learned that I can do something outside of my comfort zone!”
- “My confidence about using my existing skills and experience to help a wider range of people has increased substantially.”
- “I’ve felt inspired by the potential in the women and the evidence of growth through coaching.”
- “It made me realise that even though some of the women are in prison for life they still have hopes, dreams and ambitions which was inspiring to me.”

#### 4. Wider perspectives on society

- “Coaching in Styal is broadening my own perspective on society.”
- “Insight into what leads young people astray. Awareness of what it must be like to be in prison... learning about being in a completely different world to my own.”
- “I’ve learnt so much about other people’s worlds.”
- “Coaching in Styal has had a great impact on me. It has increased my empathy and understanding of the complexities of working with women in a situation where their options are limited in respect of what they can and can't do.”
- “I have learnt that prisoners are not all like the stereotypical ‘scumbag criminal’. People are in prison for lots of different reasons. There may have been better solutions than putting some people in that situation.”
- “I am learning about different types of people and that ALL people are capable of change.”
- “I build into conversations stories to help strengthen the sense that in prison or not, we are all part of one bigger community and need to create bridges not barriers.”
- “Working with these clients has renewed my hope in humanity... They both worked hard to do everything I asked of them and seemed to want to make a difference to themselves and to everyone around them.”

#### 5. Wider networks far beyond coaches’ normal circles

- “This is a phenomenal experience. I have been brought into contact with a completely different group of people.”
- “Reflecting with other coaches was extremely helpful for me.”
- “It has reminded me how important it is to do something new and to meet new people.”
- “The best thing has been meeting a diverse group of people and the best thing about that group is that I would never ordinarily have met people with such different ideas and ways of being: caring, intellectual and thoughtful.”

## 6. Self-awareness

- "I feel I'm learning a phenomenal amount about me as well as the life coaching."
- "I am learning all the time - especially to be more focused on challenge and outcomes. Don't just sit and "listen" however important "empathy" and "listening" are as skills."
- "It's given me new reflections on my life too."
- "Coaching with Styal has had a huge impact on me personally. I have only seen the criminal justice system at work previously from the sentencing side as a magistrate and inevitably one becomes a little cynical, seeing only the failures of the system, rather than any successes. This view meant that - at first - I could see little hope of real change in my client (or possibly any client) and therefore felt "stuck" after the initial sessions and sought feedback and help from my peer mentor. I realise now that I was coming from a "I'm OK"/ You're not OK" position and judging my client, rather than from a position of unconditional positive regard."

## 7. Patience

- "I've learnt patience – that not all systems invite/want/are looking to change."
- "I've been told I'm being very patient by a client and, more surprisingly, my husband. This has never happened before."

## 13. Outcomes for Objective III

### Use what we learn for improvement in Styal and elsewhere.

#### 1. A Styal think tank

During the very earliest meetings it was suggested by the Managing Director and accepted by Styal's Governor Clive Chatterton that the prison could use Coaching Inside and Out as a 'think tank' and tap into coaches' expertise in other areas. We are keen to share our learning with other prisons and in the community more generally, not necessarily just in relation to offenders. We also intend to create a legacy of tools that can be used by others in the prison and elsewhere.

Coaches notice, feed back and develop successful exercises and other techniques that resonate with the women we coach. We have also pulled together a list of jargon we have learned that can be shared with others e.g. 'shipped out' and 'padmate'.

Non-coaching members support the coaches and contribute to our second aim of sharing learning and ideas. They have enabled Coaching Inside and Out to bring other expertise into the prison such as a creative writing course that improves women's understanding of themselves and their ability to articulate their feelings.

#### 2. Stylistic Radio

Radio means we can reach all prisoners, however long they are inside. We have created four minute 'Small Change, Big Difference' slots with the prison radio station to combine expert tips on how to feel better physically and mentally with the views and ideas of women in Styal who have

tested them out. Stylistic Radio interviewed coaches and our clients, as well as clients scripting their own pieces. We approached healthcare in Styal to come up with a broader range of activities women can try themselves. This series is warmly supported by National Prison Radio and has now been heard in Styal. The network that broadcasts across all prisons with radio is interested in using it too.

## **14. Impact**

### **1. Social impact**

Social impact is the primary aim of Coaching Inside and Out and is reflected in the data and quotes collected in the previous section.

### **2. Cultural impact**

Cultural impact has begun to show in coaches' and clients' reflections on changes in their perspectives on society and their realization of additional opportunities for them to help and work with others. As well as developing ourselves and others we have been able to build social capital - increasing relationships between individuals and organisations and different parts of society. The sense of wanting to take what we are doing further is growing. As one coach put it: "I am now actively looking for other similar ways to help pre/post prison".

### **3. Environmental impact**

Environmental impact will be explored in future.

### **4. Economic impact**

Economic impact is the area that would benefit most from further exploration.

Coaching Inside and Out has not actually created employment, as everyone has given their experience and time without payment so far in order to develop a robust and effective approach, as well as help those individuals we have coached. However, the employability sections for both clients and coaches show the potential coaching has for contributing to employment.

More general responses from clients in the sections above also indicate that some have increased their employability in areas such as:

- Improving emotional intelligence
- Improving coping skills
- Increased professional interaction where they are held accountable in a positive way for their own decisions
- Building trusting relationships.

The economic impact / social enterprise element is an area some members of Coaching Inside and Out are keen to explore further. In the words of one coach (speaking of her own business): "Our work as a social enterprise – challenging commercial companies to make more of a social difference and social organizations to develop commercially – is aided by real examples of our investment and its impact. Being involved is evidence of the potential for a different model of business and an approach to enterprise in the current economy."

## 15. Impact for the criminal justice system and Social Return on Investment (SROI)

Social Return on Investment (SROI) is a mechanism by which we can associate a financial 'price' with social outcomes.

From the start, our evaluation framework aimed to demonstrate a financial impact and in the longer term we can explore and compare data available through the Return to Prison figures. Client demographics are available and HMP Styal can analyse sentence histories retrospectively as we have recorded clients' first names and prison numbers. This is made easier because Coaching Inside and Out is only interested in aggregated data, not in individuals' records.

- HDC (Home Detention Curfew) successfully granted
- ROTL (Release On Temporary License) successfully granted
- No Recall on License
- Progress along Resettlement pathways

The prison can calculate the return from the first three of these. If there is a reduction in risk, as perceived by the prison, then women might get ROTL in which case they can earn more money, and they might get HDC, in which case the prison saves money.

## 16. The unpaid costs of Coaching Inside and Out

Coaches have invested over 645 hours of their time: 260 hours on coaching and 385 hours on developing themselves and the service. They have spent an average of 59 hours each.

Coaching sessions in the community typically cost £50-£300 an hour or more (dependent on the coach's experience and the sector they are working in), so we propose an average rate of £100 an hour.

Coaching development has been valued at a lower rate of £30 an hour.

The Managing Director has invested an additional 117 working days of her time on all areas of the service since the start of the initiative. This is equivalent to six months (allowing for weekends, leave and bank holidays), which could be valued of £30,500 (based on her costs and a day rate of £500). The time has been used to carry out the activities listed in Section 2 above; a considerable element of which include one-off investments that the programme can build on and use elsewhere and many will simply need to be revisited in any new prison or community area.

If we use the assumptions given above the totals would be:

Coaching	260 hours	£100/hour	£26,000
Coaching development	385 hours	£30/hour	£11,550
Overarching development	117 days	£500/day	£30,500
Travel costs <sup>7</sup>	3992 miles	55p/mile	£2,196
<b>TOTAL</b>	<b>203 days</b>		<b>£70,246</b>

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<sup>7</sup> Travel costs paid by the coaches themselves demonstrate the additional commitment and investment the coaching team has made in Coaching Inside and Out.

This equates to a cost of around £1,850 per client coached. However, this cost includes all the significant initial development time that will not need to be repeated, as well as inefficiencies that are natural at the start of a programme and are improving over time.

## CONCLUSIONS AND RECOMMENDATIONS

### 17. Conclusions

There is a real sense that Coaching Inside and Out has both started something bigger than simply working with women in Styal prison and has already made a difference in the lives of individual clients and coaches. The full extent of this is only just becoming clear.

Many clients have definitely found hope, changed their ways of thinking, learnt more about who they are, and realised they really do have their own answers and the power to choose their way forward in life. This has led to positive action and improvements in their lives and the lives of those who know them. Their mental health has increased, as has the strength of their relationships and they have an increased desire to help others as well as themselves.

We do not yet know how sustainable this change will be, nor its impact on reducing re-offending, but plans to explore the criminal justice impact as far as possible have been in place from the start.

What we can be sure of is that the lives of the coaches themselves have been changed for the better. We have grown as coaches and as people. We are building social capital and are well placed to use what we know. This is starting to have an impact well beyond Styal as coaches talk to others about what we have seen and done.

As this document is being finalized more than half way through the next year Coaching Inside and Out will examine this impact further in the 2012 accounts and consult much more widely with stakeholders within and outside the prison.

### 18. Summary of Learning

1. Coaching provides a valuable and cost-effective intervention for female prisoners
2. We need to evaluate coaching success in the medium term as well as long term

We attempted to complete evaluations three months after coaching ended by asking probation staff in the community simple questions. However, we received no response, probably due to workload.

A client, about whom the Managing Director wrote a glowing case-study, ended up back in Holloway within a week. This does not mean coaching did not help her but it does demonstrate how we need to explore what happens once clients leave the prison.

3. Coaching is suitable and effective for more women in prison than initially believed

Women of all ages and a broad range of offences have benefited from coaching. The outcomes outlined earlier and repeated below include some learning.

- |                   |                     |
|-------------------|---------------------|
| a. Confidence     | f. Being in control |
| b. Motivation     | g. Choice           |
| c. Self-respect   | h. Problem-solving  |
| d. Aspiration     | i. Empowerment      |
| e. Self-awareness | j. Responsibility   |

- k. Resilience
- l. Sustainable change.
- m. Being able to look forward
- n. Being outside the prison system with no agenda helps engage clients
- o. Working with clients as women and as equals, not as prisoners
- p. Wanting to help others and learn coaching skills themselves
- q. Coming off anti-depressants
- r. Looking to the next generation
- s. Strengthening supportive relationships
- t. Helpful disclosures
- u. Removing paralyzing fear that stopped women moving forward.

#### 4. Prison and security awareness take time

Learning your way around a prison and developing security awareness takes time. Patience and flexibility is required by coaches and prison staff.

- 5. Getting the right people in the right place at the right time is not as easy as you might think

Ensuring clients actually turned up for their sessions continued to be a real issue in spite of numerous attempts to address this. Similarly just one person turning up for one group session and two or three attendees were not uncommon. The group session was also designed for women in the prison for less than the average stay of seven weeks, yet we were regularly sent women on very long sentences.

The problem of attendance was also the reason Introductory Sessions, which explained what coaching was about and sought women's agreement to participate was stopped for the same reasons. Instead each coach now runs through the explanation when they first meet their client.

Coaches not being allowed through the gate also meant wasted journeys on a number of occasions due to communication and system problems.

#### 6. Low self-esteem is hard to over-estimate

We began asking 'What three things do you value about yourself?' at the Introductory Session, alongside 'What three things do you value about your life?' However, clients really struggled to come up with three things about themselves at that stage (whereas they could come up with three things about their lives, as these are not about self-esteem). By the second session the coach can see things they value in their client and offer their views.

#### 7. Time-limited coaching helps

Coaching not being open-ended (but with opportunities for follow ups if possible and useful) strengthens clients' self-reliance and adds a sense of urgency.

#### 8. Coaches do not need to have coached before or to have been in a prison before.

However, the additional training and support required for those who have not coached before has been considerable. Therefore, in future, coaches will need to be experienced or qualified.



## 9. Flexible coaching opportunities

Flexibility around coaching times and allowing breaks from coaching enables busy coaches to fit sessions around busy lives.

10. Formal learning and informal social events support the group's development individually and as a whole.
11. Evaluation of coaching by prison staff requires understanding and an investment of time and commitment
12. Any frustrations (on behalf of all concerned) are worth it for the difference coaching can make
13. People can often do more than you believe possible, whether they are clients or coaches.

Many more learning points are being captured and shared online through the Coaching with Styal blog <http://coachingwithstyal.wordpress.com>.

## 19. Plans for the next social accounting cycle (2012)

1. Set up Coaching Inside and Out as a social enterprise with a charitable arm.
2. Revisit which groups we are coaching within the prison, whilst retaining the self-referral route.
3. Ensure the criteria for individual and group coaching are met consistently.
4. Start the social accounting process earlier to ensure we report and discuss the findings with more stakeholders, including prisoners.
5. Explore and capture specific outcomes and learning to pass on to other agencies under each of the areas of the Outcomes Star.
6. Explore how to measure increases in self-esteem and recording positive choices.
7. Develop how the prison can tap into coaches' expertise.
8. Develop the transfer of learning and consider the tools that can be used by others.
9. Increase the 'cultural impact' on society at large and the area surrounding HMP Styal.
10. Explore the 'environmental impact'.
11. Explore the 'economic impact', including the Social Return On Investment and impact on the criminal justice system.
12. Review the parts of the evaluation process involving prison staff.



## APPENDIX I - Demographics

	Clients 2011	Prison population snapshot (March 2012)	Coaches 2011
<b>Gender</b>			
Female	34	-	10
Male			2
<b>Average age</b>	34	35	49
<b>Ethnic group</b>			
<i>Code missing</i>		23	
White British	32	349	9
White Irish	1	5	
White any other White background	1	16	1
Mixed White and Black Caribbean		4	
Mixed White and Black African		1	
Mixed White and Asian		2	
Mixed any other mixed background		2	
Asian or Asian British Indian		<i>Not listed</i>	
Asian or Asian British Pakistani		3	1
Asian or Asian British Bangladeshi		1	
Asian or Asian British any other Asian background		1	
Black or Black British Caribbean		5	
Black or Black British African		3	1
Black or Black British any other Black background		3	
Other ethnic groups Chinese		1	
Other ethnic groups any other ethnic group		3	
<b>Religion / Faith</b>			
Buddhist	2	2	
C of E	12	95	2
C of Scot	1	2	
Christian	2	22	1
Christian – Methodist		3	1
(Roman) Catholic	7	112	
Islam		10	1
Jewish		0	1
Not practicing, raised Christian		0	1
Atheist		0	1
None	10	123	4
<i>Other responses</i>		23	
<i>Not specified</i>		31	

	<b>Clients 2011</b>	<b>Prison population snapshot (March 2012)</b>	<b>Coaches 2011</b>
<b>Sexual orientation</b>			
Bisexual	4	-	
Gay man		-	
Gay woman / lesbian	7	-	2
Heterosexual / straight	20	-	9
Unsure / confused	2	-	
<b>Disability</b>		"around 5%"	
Physical impairment	7	-	
Sensory impairment	2	-	
Long-standing illness		-	
Learning disability/difficulty	1	-	
Mental health condition		-	
Other	3	-	1

## **APPENDIX II – Coaching Inside and Out records**

Documents created to support and evidence Coaching Inside and Out include the following titles.

1. Background
2. Briefing and debriefing
3. Certificate templates
4. Checklist for the sessions
5. Coaching description
6. Coaching description detail for staff
7. Coaching Group Agreement
8. Demographic monitoring – clients
9. Demographic monitoring - coaches
10. Evaluation for staff
11. Referral protocol
12. The sessions

Spreadsheets include:

13. Client referrals
14. Coaches (listing those involved and related statistics)
15. Monthly statistics (from the coaches)
16. Evaluation (bringing together results from the Outcomes Star)

## **APPENDIX III – Letter to the Governor from a client**

20th of July 2011

Dear Governor

I would just like to say that I have been receiving one to one Life Coaching from B since I came to prison. I found this truly amazing. People are quick to inform you on the negative things in prison. Therefore, I would like to tell you how positive Life Coaching is since you probably do not get feedback when things are good in prison or enough praise for what you do.

The life coaching is new to the prison and I have found this much better than counselling; it focuses on you as a person and it has truly helped me. It has made me find the new me and I am more confident and positive about myself, which has had a positive impact on my life.

I am sure the rest of the women who have tried this course and given it 100% commitment have seen the benefit too. There are more women for sure in the prison who have emotional problems and would definitely benefit from this service.

Thank you so much for giving me the chance to access this course. It truly has changed me and my life for the better. I wrote to my life coach to thank her as I think it is important that they know how this service can help people.

I (am) happy to give you my feedback as I am sure you and your establishment are not praised enough for the good services that HMP Styal provides.

Yours faithfully

Rachael

## APPENDIX IV - Social Audit statement



### SOCIAL AUDIT STATEMENT: Coaching Inside and Out

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Clare McGregor of Coaching Inside and Out at the Social Audit Panel meeting held on 30<sup>th</sup> January 2012. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes\* of the Social Audit Panel Meeting. We also examined a sample of the data and the sources of information on which the Social Accounts have been based.

We believe that the process outlined above has given us sufficient information on which to base our opinion.

We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of Coaching Inside and Out as measured against its stated values and objectives and the views of the stakeholders who were consulted.

In the notes of the Social Audit Panel meeting we identified a number of important issues to be taken into consideration during the next social audit cycle. In particular we would refer to the following:

- Review all objectives and activities for appropriateness in the next cycle
- Review the scope to accommodate wider stakeholder groups affected by service changes/funding changes

The members of the Social Audit Panel were:

- a) Liz Brooks-Allen (Chair, Director of The Connectives; and Director, Social Audit Network)
- b) John Hewitson – (Governor – HMP Styal)
- c) Richard Suttle – (Deputy Governor – HMP Styal)
- d) Garry Shewan – (Assistant Chief Constable – Greater Manchester Police)
- e) David Preston – (previously National Offender Management Service Social Enterprise Champion)
- f) Emma Leigh – (Project Manager, Central and Eastern Cheshire PCT)
- g) Liz Cross – (Founding Partner – The Connectives Limited)

Signed:..... Liz Brooks-Allen .....  
Chair of the Social Audit Panel

Dated:....23/10/12.....

\* The notes of the Social Audit Panel meeting form part of the social accounting and auditing process and may, by arrangement, be inspected along with the full social accounts at the offices of Coaching Inside and Out. Members of the Social Audit Panel have acted in an individual capacity.

