

New
Philanthropy
Capital

Measuring together

Improving prisoners' family ties

Piloting a shared measurement approach

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Executive summary

Families are important to us all, but for prisoners, families can make all the difference to rehabilitation. Good relationships can help to increase employment, improve the well-being of children, reduce homelessness, and reduce re-offending. Prisoners who are visited by a relative are 39% less likely to re-offend within a year of release than those who receive no visits.

Charities carry out a range of activities with prisoners and their families to help improve family relationships. They provide visitors' centres, run activities to bring families together, train prison staff, and even help prisoners to record bedtime stories for their children.

But measuring the difference that this work makes is difficult. The outcomes involved (including changing relationships and attitudes) are largely intangible, and the criminal justice system is complex. The government does not collect, coordinate or share much data, and there is a lack of money and tools available to charities to monitor and evaluate their work.

A shared measurement approach

To try and overcome some of the problems with measurement in the sector, NPC used a shared measurement approach, working with an advisory group of experts in the field and six charities: Action for Prisoners' Families, Kids VIP, pact, POPS, Safe Ground and Storybook Dads.

We worked with the six charities to establish a theory of change framework for understanding how different activities contribute to the outcome of improved family relationships. From this, we identified two priority areas for new measurement tools: capturing the experience of people visiting prison, and measuring changes to family relationships. With the help of the charities, we developed and piloted two questionnaires.

The data we collected provided useful insights into how the charities'

programmes work. For instance, the visitor experience questionnaire showed that although visiting prison can be a stressful experience, the visitors' centre can help to alleviate this stress. The family relationship questionnaire showed that a programme using drama and group work significantly improved the relationship from the perspective of the prisoners' family members.

Recommendations

As a result of this work, we have produced recommendations for government, funders and charities, looking at how they can strengthen measurement in the sector and help to improve family relationships.

Improving measurement

The government is the biggest player in the criminal justice system, but it can do more to help charities improve prisoners' family relationships. In particular, government needs to be clearer about the outcomes it wants charities to demonstrate and improve access to data.

Funders, including government, grant-making trusts and philanthropists, need to be considerate about what they ask charities for and pay for high-quality measurement and monitoring.

Charities are independent, responsive and innovative, playing a vital role in the criminal justice sector. But they face a challenge when it comes to capturing results and operating within a politically-sensitive field. We recommend that charities do more to measure their work, share their experience and promote the importance of measurement to funders.

Developing the tools

The visitor experience and family relationships questionnaires developed as part of this project have helped to start establishing a framework for more standardised measurement in the sector. However, both tools are at an early stage in their development. They need to be

developed and refined in light of the pilots, and they need to be tested at a greater scale in more diverse settings.

Developing a shared approach to measurement

The shared measurement approach proved valuable. Combining the experience and expertise of a variety of strong and engaged organisations was crucial to tackling the challenges of measurement in the sector. It was a flexible approach that enabled the group to shape the research in line with their priorities.

But the approach did present some challenges. Involving a number of organisations inevitably makes coordination challenging, and the charities were limited by their resources and capacity. The confines of this research meant that the pilots lacked the scale and sensitivity to produce definitive results.

Nevertheless, the benefits of the approach outweighed the challenges. The measurement tools created and the shared understanding of the theory of change open up opportunities for charities and funders to work together on measurement and develop the evidence base of the sector. We hope that lessons from this research will encourage and support those in other sectors to adopt a similar approach.



Photograph supplied by Action for Prisoners' Families

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Introduction

Going into prison is a difficult experience for offenders and their families. Prisoners are separated from the world they know and can find it difficult to become part of society again after they have served their time. Prisoners' families also suffer, even though they have not committed a crime. They can face financial and housing difficulties caused by loss of income, they can suffer from anxiety and depression, and they are often ostracised by neighbours and friends.

Maintaining the relationships between prisoners and their relatives can be a particular challenge. Many prisoners are held a long way from home, so families have to bear the stress and cost of travel. They face rigid visiting hours, are subject to searches, and may be treated with suspicion by prison staff. What is more, the prison may feel intimidating and hostile, and not all prisons have facilities for visitors or child-friendly areas.

Families are important to us all, but for prisoners, families can make the all the difference to rehabilitation. In recent years, academic studies and policy documents have increasingly emphasised the role that family relationships can play in increasing ex-offenders' employment chances, improving the well-being of their children, reducing homelessness and—most importantly for society as a whole—reducing re-offending. Prisoners who are visited by a family member are 39% less likely to re-offend within a year of release than those who receive no visits.ⁱ

The importance of families is generally recognised, yet charities working with prisoners and their families struggle to get funding and support. This is partly because work to help offenders is a relatively unpopular cause that elicits little public sympathy or political capital. But in the field of offenders and their families, the difficulty in attracting support goes further than this. There is a striking lack of information on exactly how much family ties matter and the best ways to strengthen these relationships. Until charities find ways to judge and evaluate approaches, their programmes in this area risk seeming rather nebulous and abstract. This makes it easier for funders to doubt the value of this work or to favour more tangible programmes, such as employment or housing services.

Improved measurement systems will not only help charities attract more funding, but also help them improve their services. Good data can allow organisations to test the assumptions that underpin their work and identify strengths and weaknesses. Other charities can also learn from this information and improve their own services.

Nevertheless, charities in this sector face many challenges when it comes to building evidence for their work. Family ties are hard to measure; the criminal justice sector is complicated and fast moving; and charities often lack the necessary resources and expertise.

About this report

This report has developed out of previous research from New Philanthropy Capital (NPC) into charities working with ex-offenders, which highlights the difficulties that charities in the sector have demonstrating their impact.^{ii,iii} With funding from The Indigo Trust, a UK grant-maker that supports charities that have an innovative approach to the criminal justice system, we developed a research process to trial a shared measurement approach in the sector. This approach involves a group of charities in developing, testing and using common measurement frameworks or tools. It could help overcome some of the obstacles in the sector and strengthen the evidence base for the impact that charities can have on prisoners' family ties.

This research has three aims:

- to help individual charities that work with offenders and their families to think about measuring their results;
- to build the evidence base by creating common tools that charities can use to measure their own impact and see how they compare with other charities; and
- to highlight barriers to measurement and make recommendations to government, funders and charities about overcoming these barriers.

“Prisoners who are visited by a family member are 39% less likely to re-offend than those who receive no visits.”

ⁱ Ministry of Justice (2009) *Reducing re-offending: supporting families, creating better futures*.

ⁱⁱ Šetková, L. and Sandford, S. (2005) *Inside and out: People in prison and life after release*. New Philanthropy Capital.

ⁱⁱⁱ Fradd, A. and Wyton, R. (2009) *Breaking the cycle: Charities working with people in prison and on release*. New Philanthropy Capital.

Research process

The research was developed in partnership with six charities, using a shared measurement approach to pull together expertise and coordinate thinking to overcome measurement challenges. We started by developing a framework for understanding work to strengthen family ties among prisoners. We used this to map existing measurement efforts and explore where new tools would be most useful, identifying two priority areas:

- visitor experience—looking at how to gauge the quality and impact of the experience of people who visit a family member in prison; and
- family relationships—looking at how to measure the strength of relationships and track changes.

With input from the charities, we then developed questionnaires to measure people's family relationships and experience of visiting family in prison. We piloted these questionnaires with some of the charities and analysed the results.

Throughout our research, we consulted an advisory group of experts in the field, including funders, academics, government officials and social investors (see Acknowledgements).

This report sets out the findings of our research, the results of the pilots, and our recommendations for government, funders and charities.

Structure

Chapter 1 sets the scene, looking at the importance of family ties for prisoners, the importance of measurement in the sector, and challenges that charities face when trying to capture the impact of their work with offenders.

Chapter 2 describes how a shared approach has helped us to overcome some of the problems with measurement in the sector. It shows how we worked with the six charities to understand how different activities contribute to stronger family ties. This provides a framework for understanding what we can measure and what is already being measured. We then identify two priority areas in which to develop standardised tools: people's experience of visiting prison and the strength of family relationships.

Chapter 3 looks at how we developed a tool to measure the visitor experience, and **Chapter 4** looks at our tool to measure the strength of family relationships. These tools are refined through a process of piloting and testing to make sure that they are practical and appropriate for the charities, the prisoners and the visitors.

Chapter 5 presents our recommendations for government, funders and charities, looking at how they can strengthen measurement in the sector and help to improve family relationships.



Photograph supplied by Action for Prisoners' Families

1. Setting the scene

Families can play an important role in helping offenders to get their lives back on track. Good family relationships can help to increase employment, reduce homelessness and prevent re-offending, and several charities carry out a broad range of activities with prisoners and their families to help maintain and strengthen family ties.

Good measurement systems can lead to improved provision for prisoners and their families by helping charities to develop their services and by attracting and informing funding. Yet charities face major obstacles when it comes to measurement. The criminal justice system is complex, with prisoners receiving any number of interventions alongside family-focused work. There is not much money available to charities for monitoring their work. And measurement is not always understood or valued by government officials, prison staff or charity staff.

These issues set the scene for our research and help to make the case for a shared approach for measurement.

The importance of family relationships

Family relationships give people a valuable sense of identity, belonging, security and happiness. Families are important to us all, but for prisoners in particular, they can make the all the difference to rehabilitation. They can provide emotional support and a home to go to on release. They can provide financial assistance and help to find work. All of this can help to reduce the risk of re-offending: prisoners who are not visited by a family member are 39% more likely to re-offend within a year of release than those who are visited.ⁱ

Strong family ties also benefit offenders' relatives. Going into prison puts a great strain on relationships, and families have to cope

with the practical, financial and emotional consequences. Maintaining contact during the sentence can help to minimise this disruption and set the foundations for a successful relationship on release.

Around 160,000 children a year have a parent in prison.ⁱⁱ These children are particularly vulnerable to certain problems—for example, they are three times more likely than their peers to have mental health issues or to engage in anti-social behaviour.ⁱⁱⁱ Maintaining a good relationship with their imprisoned parents can improve these children's happiness and behaviour.

Family ties are important for prisoners, their relatives and taxpayers, as Box 1 shows. This importance has been reflected in government policy, particularly in relation to cutting crime. *Children and families* is one of the Ministry of Justice's seven pathways to reduce re-offending, which aim to improve the commissioning and coordination of services by addressing key social factors linked to crime.^{iv} One of the pathway's aims is 'maintaining family relationships to help prevent re-offending'.^v

The voluntary sector plays an important role in supporting prisoners' family relationships. For example, charities operate most visitors' centres, run parenting classes for prisoners and lobby for improved government policy. But there are few charities in this field, and most of them have low incomes and insecure funding.

Although strengthening family ties is usually a worthwhile goal for prisoners, charities and criminal justice agencies recognise that this is not always appropriate, as not all family relationships are positive and constructive. In cases where the offender is abusive or the relationship has broken down, families need protection and support.

“Good family relationships can help to increase employment, reduce homelessness and prevent re-offending.”

ⁱ May, C., Sharma, N. and Stewart, D. (2008) *Factors linked to reoffending: a one-year follow-up of prisoners who took part in the Resettlement Surveys 2001, 2003 and 2004*.

ⁱⁱ Department for Children, Schools and Families & Ministry of Justice (2007) *Children of Offenders Review*.

ⁱⁱⁱ Ministry of Justice (2009) *Reducing re-offending: supporting families, creating better futures*.

^{iv} Fradd, A. & Wyton, R. (2009) *Breaking the cycle: Charities working with people in prison and on release*. New Philanthropy Capital.

^v Ministry of Justice (2009) *Reducing re-offending: supporting families, creating better futures*.

Box 1: Improving family ties can save society money

Prisoners who are visited are less likely to re-offend on release and find it easier to get work and housing. This difference has economic repercussions, as the following calculations show (see Appendix B for the full workings).

Employment

Visited prisoners are more likely to move into work or training on release than unvisited prisoners—37% of visited prisoners have education, training or employment arranged, compared to just 16% of unvisited prisoners.* For those unfortunate enough not to have work arranged on release, we make the conservative assumption that it takes roughly six months to find a job, given the stigma attached to employing an ex-offender. We also assume that when they do start work, all ex-prisoners earn the minimum wage.

Based on these assumptions and the likelihood of having work lined up, we calculate that in the year after release, visited prisoners earn £7,921 on average, compared to £6,707 on average for unvisited prisoners. This has repercussions for the taxpayer, as it means that people who were visited in prison pay more tax and receive lower payments of Jobseeker's Allowance (JSA). For the taxpayer, the difference is a net saving of £638.

Re-offending

Visited prisoners are less likely to re-offend than those who are not visited. Within a year of release, 70% of unvisited prisoners are re-convicted, compared to 52% of visited prisoners.† In 2002, the Social Exclusion Unit estimated that the cost of re-offending, including criminal damage and court costs, was £65,000 per offender.‡ This is equivalent to £80,185 today (accounting for inflation). Given their likelihood of re-offending, this means that visited prisoners will cost the taxpayer £41,696 on average through re-offending in the year after release—£14,433 less than the £56,129 average cost for those who are not visited.

Looking at both increased employment and reduced re-offending, in the year after release, visited prisoners cost the taxpayer an average of £15,071 less than those who are not visited.

On average, people who are visited in prison cost the taxpayer less than those who are not visited, but this does not prove that simply encouraging more visits will create savings. There is a correlation, but it does not mean that visits cause the reduced re-offending and increased employment. Prisoners who are more likely to receive visits may be more likely to get a job or less likely to return to a life of crime in the first place.

However, the qualitative evidence suggests that strong family relationships do contribute to better employment and re-offending outcomes, and visits are an indication of strong family relationships. Activities to maintain and strengthen family ties are therefore likely to contribute to savings to the taxpayer.

* Niven, S. & Stewart, D. (2005) *Resettlement outcomes on release from prison in 2003*.

† May, C., Sharma, N. and Stewart, D. (2008) *Factors linked to reoffending: a one-year follow-up of prisoners who took part in the Resettlement Surveys 2001, 2003 and 2004*.

‡ Social Exclusion Unit (2002) *Reducing re-offending by ex-prisoners*.

The importance of measurement

Measurement is crucial for funders and charities. Good results evidence can help funders to prioritise their giving and help charities to track and improve their services.

The government, which is the biggest funder of charities in the criminal justice sector, has a clear set of goals—the most high-profile being to reduce re-offending. Charities that demonstrate how their work with children and families strengthens family ties and reduces re-offending should attract funding from the Ministry of Justice.

Demonstrating effectiveness is particularly important in the context of the economic downturn and a focus on value for money. The Ministry of Justice's budget is expected to be reduced from £8.9bn to £7.3bn between 2010/2011 and 2014/2015¹, so statutory services that the government has to provide, such as prisons and courts, may have to be revised, while non-statutory services are at risk of being cut completely.

This includes services targeted at family relationships, which are in danger of being squeezed out of the government's agenda. The primary statutory obligation towards prisoners' families is for each prison to have a visitors' centre. New guidance will ensure that basic minimum standards are imposed, but beyond these, other provision is expendable and will be judged on strict value for money criteria. Commissioners are under pressure to make cuts, and charities will be challenged to prove the value of their work.

The Ministry of Justice is not the only funder in the sector. Its work with families is increasingly being pushed towards local government and the Department of Education. Trusts, foundations and private donors also fund in the sector, and each have specific goals they want to achieve with their money. All could benefit from better information to help them distribute their funding effectively.

For charities, evidence of results will not only help them attract funding, but also help them to improve their services and compare their work with other organisations. Anecdotal feedback is important, but it might overlook more systematic issues, so having a clear method of capturing results is crucial.

Challenges of measurement

Measurement may be important, but it is also challenging. Few charities that work with prisoners and their families have measurement

systems in place to track their progress.

There is no commonly accepted framework or clearly defined logical model with which to understand the sector and few tools available that can be used to measure outcomes. Also, the process by which charities' activities affect family ties is poorly understood, rarely studied and fundamentally quite intangible. The ultimate goal—stronger families—is itself difficult to capture. So charities struggle to provide funders with evidence of their impact or data on prisoners.

The major challenges to measurement can be divided into four categories:

- **Intangibility of outcomes**, including the basic problems of attempting to measure and capture changes in relationships, feelings and attitudes.
- **Structural issues** include the difficulty of capturing data in a complex and shifting environment, where access to data is limited and controlled by government.
- **Resourcing issues** largely come down to a lack of funding and organisations not having the necessary evaluation skills and tools.
- **Attitudinal barriers** include key people failing to grasp the value of capturing data, not using the data they have, and considering the obstacles to measurement insurmountable.

Most or even all charities that work with prisoners face these four challenges. However, they are not challenges that can be overcome by the voluntary sector alone. Charities need the support of government and funders if they are to capture their impact properly.



Photograph supplied by Action for Prisoners' Families

¹ HM Treasury (October 2010) *Spending Review 2010*.

Intangibility of outcomes

At the heart of the issue is the fundamental difficulty in tracking intangible outcomes, such as changes to relationships, attitudes and feelings. Of the Ministry of Justice's seven pathways to reduce re-offending (which aim to improve the commissioning and coordination of services by addressing key social factors linked to crime), the *Children and families* pathway perhaps struggles the most to capture its impact. Compare it with the *Education, training and employment* pathway, for example. It may be hard to look at long-term impact of how many people get a job and keep it, but when helping an ex-offender to find work, there are several tangible outcomes that can be tracked along the way, with various reassuring data, including:

- qualifications achieved (such as a GCSE in maths);
- courses attended (such as a carpentry course);
- employability skills achieved (such as good timekeeping); and
- work placements attended.

Organisations can then measure how many people get a job and keep it—the ultimate aim of the pathway.

The *Children and families* pathway looks very different. There are no commonly accepted interim outcomes of what improving family ties looks like. The gradations between 'bad' family relationships and 'strong' family relationships are poorly understood and largely personal, taking different forms with different families. Defining and tracking outcomes here is complicated and requires a certain level of sophistication. There is little guidance from government about what it considers to be successful outcomes, and how it decides its funding allocation in this area.

Structural issues

Capturing the progress of an intervention requires being able to track people and follow up with them. Yet there are over 80,000 prisoners at any one time¹, many of whom are moved from prison to prison. On release, people are even harder to keep in touch with. A low-intensity intervention, such as a piece of advice or a session with a family support worker, can be pivotal for a family, but difficult to follow up on.

The complexity of the criminal justice system also makes it hard to isolate the impact of individual activities. Each prisoner normally

experiences several interventions (such as education, mental health support and treatment for addictions) alongside any family-focused work. Isolating and attributing the influence of one particular programme is challenging. Even highlighting the impact of all of these programmes together is hard, and requires considerable work to rule out external factors, such as age, health, education, ethnicity and family history.

To deal with this complexity, government should be able to track prisoner movement, keep records on what interventions prisoners experience, and know who re-offends. But there are several obstacles.

First, the government has little coordination of data. Although information on each prisoner is collected as part of individual offender management plans, it is not collated or shared across the criminal justice sector. A new database, C-NOMIS, which was supposed to capture and centralise information on prisoners, was cancelled after spiralling costs, to be replaced by a more limited database.

Second, the government does not collect much data, and the information it does ask for is not always complete or useful. For example, data on prison visits is often limited to number of visits, without considering frequency of visits or age of visitors. This makes the data hard to analyse.

Third, even when the government does collect data, it does not always share it with researchers or charities. A good example of this is information on re-offending. The government knows which prisoners re-offend, but it does not systematically share this information with charities so that they can track what happens to the offenders they work with. When data is shared, it is in an ad hoc and inconsistent manner, often depending on the relationship between the charity and officials.

Resourcing issues

There is not much money available to charities for monitoring their work. Often, measurement and evaluation have to be included in grant proposals and tenders, where charities are under pressure to keep costs as low as possible. This has led to under-resourcing of measurement in charities, which lack databases, expertise and time. Any unrestricted funding they have usually contributes to providing services. Charities working with the families of prisoners tend to be particularly small, and with little access to unrestricted income.

When organisations can spend time on measurement, this often requires specific evaluation skills. Few charities have access to people with backgrounds in social evaluation, who can implement and oversee knowledge management systems and analyse the data. Even consultants and advisors are rare.

There are also few tools and frameworks that organisations can use. The outcomes involved in family relationships are often intangible and difficult to measure, and there are not many easily usable metrics that can be applied. One of the few tools that has started to be used is the Outcomes Star (see Box 2), which is a measurement approach developed for the homelessness sector, but which has since spawned a number of variations. And while this is a positive step, it still has certain limitations and is mainly useful for particular, more intensive and long-term programmes.

Attitudinal barriers

The attitudes of government officials, prison staff and charity staff can stand in the way of measurement, which is not always understood or valued. It can be seen as an optional extra rather than a necessary tool that helps to improve services and increase effectiveness.

To some extent, this is a vicious circle. If funders do not value measurement or use it properly, it reduces charities' incentives to measure properly. And if charities provide inadequate data, then funders will not find much value in it. The whole concept of measurement can be tarred as something that is just not useful or relevant.

Finally, some people believe that it is all just too difficult, or that if you cannot develop a gold-standard measurement tool, then there is no point in trying. This defeatist attitude overlooks the possibility of gradual improvements. There is value in measurement systems that can help to flesh out impact without necessarily being completely robust. Something is better than nothing, and over time, if everyone works together, these systems will improve.

Box 2: The Outcomes Star

The Outcomes Star is a measurement tool that was originally developed by Triangle Consulting for the homelessness sector.* It tracks changes in a person's life and represents these changes in an easily understandable star-shaped graphic. People rate their situation in ten key areas, including meaningful use of time, self-care and living skills, and drug and alcohol misuse, with the help of specific criteria to identify the most appropriate point on the scale. There is usually input from key workers as well.

The results are plotted onto a ten-spoke star, and when the process is repeated over time, updated results are plotted on the same graph to show where there have been changes.

Although the Outcomes Star was originally developed for the homelessness sector, it has since spread to other sectors, and there are now tools for mental health and addiction. There have also been attempts to adapt it to the criminal justice sector. This is a positive step, although the tool does have some key limitations. For example:

- **It is difficult to keep scores consistent:** Because the scoring depends on an individual's judgements, if there has not been proper training and if the tool has not been applied properly, it makes it hard to maintain consistency. One person's six could be another person's four.
- **It often requires an in-depth relationship:** Because the questions are quite personal and comprehensive, there needs to be a strong relationship and a high level of trust between the person filling out the star and the key worker or organisation that is applying it.
- **It is longitudinal:** While one of the Outcome Star's benefits is its potential to track changes over time, this limits the tool to situations where there is constant and long-term contact with the individual.

While the Outcomes Star has proven to be an extremely useful tool, it is unlikely to be able to fill every measurement need in the criminal justice sector, particularly with charities using interventions that are neither intensive nor long term.

* See www.outcomesstar.org.uk.



Photograph supplied by Prison Advice and Care Trust

2. Developing a shared approach to measurement

The benefits of measurement are significant, but so are the challenges, and organisations struggle to overcome them alone. A shared approach to measurement can help to deal with some of the challenges by bringing together several charities with experience and expertise, and involving them in the process of developing measurement tools. The shape of the research is then influenced by the participants.

We gathered a group of six charities that work with prisoners and their families in various ways, and together developed a common framework for understanding how different activities contribute to improving family ties. Using this framework, we identified two areas where standardised tools would be most useful in capturing charities' impact: visitor experience and family relationships.

The benefits of shared measurement

A shared measurement approach involves a group of charities in developing, testing and using common measurement frameworks or tools. This approach has several benefits.

Shared measurement can help to **establish a common framework** in a sector to understand how different activities relate to one another and contribute to shared goals. Building up a complete picture like this, rather than looking at activities in isolation, shows where collaboration is important and highlights areas in which to capture data. In this way, charities can understand how they fit in, what they could measure, and even how other organisations can capture useful data on their behalf.

A shared approach can also help to **establish standardised tools** for organisations to use, capturing the same data in the same way. This can help charities and funders to compare different organisations. Collecting standardised data helps to build up a picture of the scale and impact that the sector has. For example, aggregating shared data can help to spell out the overall economic impact. Importantly, shared tools reduce the cost of each organisation developing its own approach and the need to bring in specialist skills.

Finally, bringing organisations together to develop measurement approaches helps them to **share lessons learned**. It integrates different perspectives and experiences in the system, and helps to build up contacts between organisations.

All charities are different and have specific needs, but a common framework does not have to deny this individuality. Rather, a shared measurement approach puts charities in the driving seat and makes sure that the resulting frameworks and tools reflect their experience and meet their needs, as well as the needs of funders and statutory agencies.

Selecting the charities

When we selected the participants, the sub-sector of charities working with the families of prisoners was too broad. So we applied the following criteria to make the project manageable and focused:

- **Based in prisons:** The charities all had to be working with the families of people in prison, rather than people who have been released or are on community sentences.
- **Working with male adult prisoners:** The vast majority of the prison population is made up of male adult prisoners, whose experiences and needs are very different from those of female prisoners and young offenders.
- **Working in England:** The English prison estate has different legislation than Scotland, Wales and Northern Ireland.
- **Capable of taking part:** The charities had to have the capacity to take part, although this meant that the sample was not representative of the sector, because most organisations in the sector are small, whereas the charities in our sample were fairly large.
- **Willing to take part:** The charities had to be prepared to get involved, sharing their experiences and the information generated through the research.

We estimate that there are around 20 charities in the UK that meet these criteria. Using guidance from experts in the field and our

advisory group, we identified six organisations to represent a cross-section of activity in the sector and reflect a range of activities, experiences and geographies:

- **Action for Prisoners' Families (APF)**, a membership organisation for those interested in the well-being of prisoners' and offenders' families.
- **Kids Visiting in Prison (Kids VIP)**, a specialist national agency working to improve contact between children and their imprisoned relatives.
- **Prison Advice and Care Trust (pact)**, which provides practical and emotional support to prisoners and their families.
- **Partners of Prisoners and Families Support Group (POPS)**, which helps families to cope with the stress of arrest, imprisonment and release.
- **Safe Ground** jointly owns and manages the prison service programmes Family Man and Fathers Inside, which are delivered in 24 male establishments.
- **Storybook Dads**, which helps prisoners to record bedtime stories for their children on CDs and DVDS.

See Appendix A for more information on each organisation.

Understanding the sector

With our participating charities and our advisory group of funders, academics and government officials, we began to build a shared view of the sector, looking at how charities in the sector contribute to building family relationships. In this, we mapped out the activities involved and looked at where existing measurement efforts were focused. This meant we could identify where there is greatest need for new tools.

Theory of change

A theory of change is a logical model that describes the causal links between an activity and its aims or impact. It is often divided into stages or interim outcomes, which eventually lead to the final outcome. This method spells out the assumptions that interventions are based on, and these assumptions can then be tested for their validity.

When looking at the theory of change for a whole sector—the sector in this case being improving prisoners' family ties—we look at how several activities combine to contribute to shared interim outcomes and eventually to the shared goal of improving family relationships, as Figure 1 illustrates. Different organisations and activities can then be mapped onto the theory of change, as can be seen in Box 3 and Appendix C. Each of the charities participating in the project has a different path that can be mapped onto this model.

Choosing a focus for new measurement tools

One of the main aims of our research was to create common tools that charities working with prisoners' families can use to measure their impact.

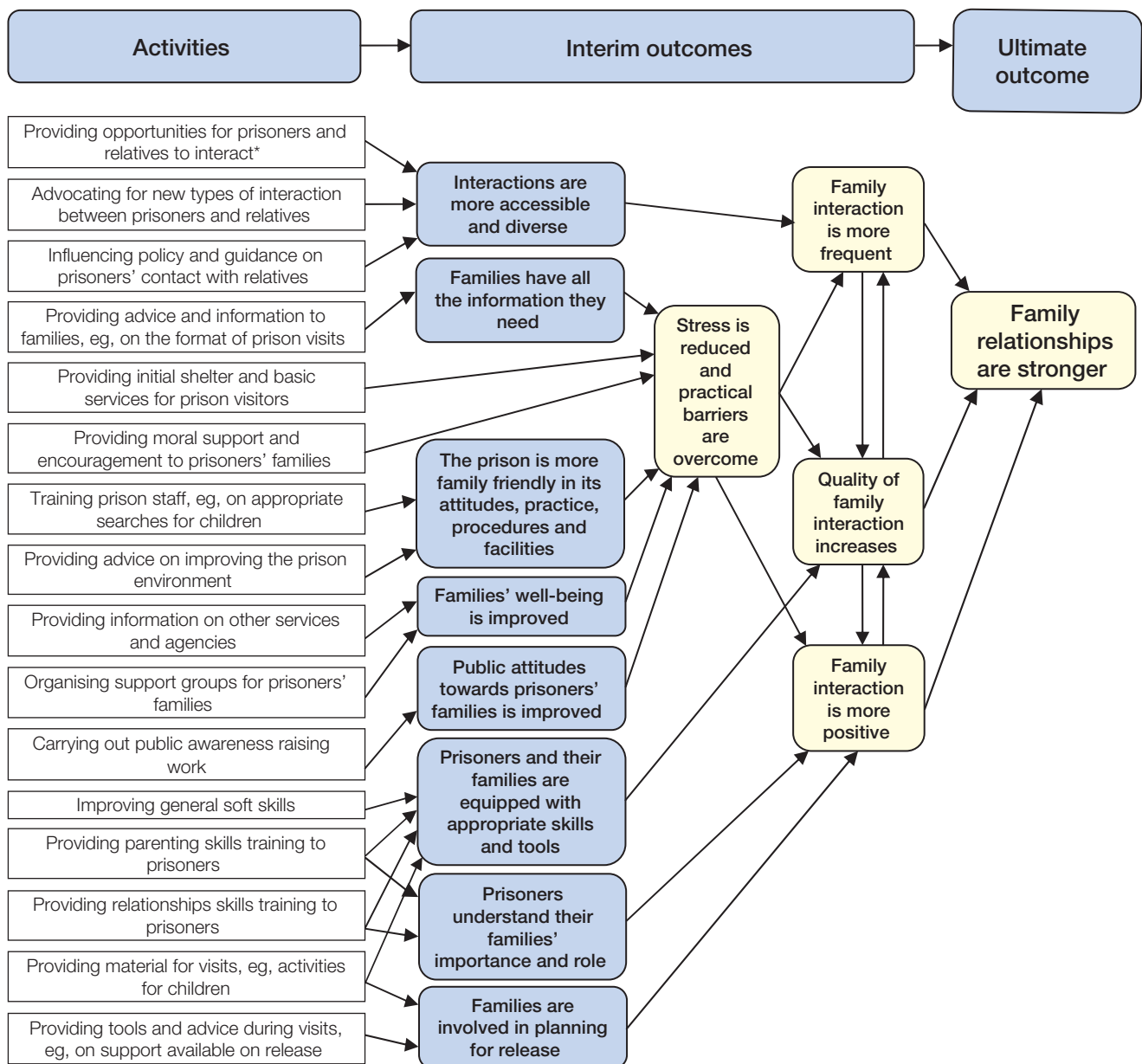
The framework produced by exploring the theory of change allowed us to identify where there is greatest need for new tools, looking at where there are gaps, weaknesses and opportunities to collect data. We also considered the scope and resources of the project and the participating charities, and took into account the opinions of the charities and advisory group, thinking about where a new measurement tool would be most useful and add most value.

Based on these criteria, we identified two priority areas for new measurement tools: capturing the experience of people visiting prison, and measuring changes to family relationships.

Capturing the experience of people visiting prison

The experience of people visiting prison is a key interim outcome within the theory of change. It also lies at the heart of much of what the sector is doing, including running visitors' centres, arranging family days in prison, providing training to prison officers on being sensitive to families, and improving the environment and atmosphere of the prison.

Figure 1: Theory of change for working with prisoners' families



Although we found some measurement tools in this area, they are mainly focused on the quality of the facilities on offer rather than on the resultant feelings, attitudes and experiences of the visitors. These tools are often neither standardised nor complete. Yet questions around the visiting experience are particularly important due to changes going on in government commissioning—particularly in developing new specifications for visitors' centres.

Measuring changes to family relationships

As the theory of change shows, the ultimate aim of many of the activities in this sector is that *'Family relationships are stronger'*. Capturing progress in this area could provide direct evidence of organisations' impact on one of the seven main pathways for reducing re-offending. There are a number of scales and tools in other sectors that capture the strength of relationships. These provide a template and a framework for us to build on, and a set of tested and validated questions.

* By 'interaction', we mean all contact between a prisoner and his family, including visiting prison, attending family days, having phone calls, giving or receiving letters, and giving or receiving recorded CDs and DVDs.

Box 3: The theory of change in action

Visitors' centres: POPS and pact

POPS and pact are two of the major operators of prison visitors' centres in England. Visitors' centres are located just outside the prison, and provide the first point of call for families. Not all prisons have a visitors' centre, and where they do, centres vary widely. Some are just a room with chairs; others provide a broad range of services, such as information and advice, food, lockers to hold valuables, play rooms with toys, and moral support.

Visitors' centres are central to the theory of change in Figure 1, contributing to the interim outcome '*Stress is reduced and practical barriers are overcome*'. A good experience in the visitors' centre can encourage families to visit prison again, and when they do see their imprisoned relative, families will be more able to relax, enjoy the visit, and connect with the person they are visiting.

Kids VIP

While visitors' centres operate outside the prison walls, Kids VIP has worked with over 100 prisons across the UK to improve the situation for families inside prison. The charity works with prison staff involved in visits, provides advice, guidance and training, carries out reviews of prison facilities and processes, and offers support and training to providers of play services in prisons.

These activities contribute to one of the interim outcomes in the theory of change, that '*The prison is more family friendly in its attitudes, practice, procedures and facilities*'. The charity reduces the family's stress when they enter the prison and have to be searched, makes the visit more productive and pleasant, and makes visitors more likely to return in the future.

Storybook Dads

Storybook Dads, based in Dartmouth Prison, gives prisoners the opportunity to record a CD or DVD of themselves reading out a children's book. The recording is then sent to the prisoner's child. The charity employs prisoners to help edit and produce the CDs and DVDs, and they can gain qualifications in audio production. Storybook Dads reaches 90 prisons and has set up editing suites in 20 of those.

Storybook Dads contributes to one of the interim outcomes in the theory of change, that '*Interactions are more accessible and diverse*', which in turn increases the frequency of family interactions, as children get to listen to their father's voice and see him on the DVD. Storybook Dads also helps prisoners to develop parenting and other skills, particularly around reading to their child. As prisoners then '*feel stronger and equipped with appropriate skills*' (another interim outcome), this helps to improve the quality of the interaction when they see their children or speak to them on the phone.

More frequent and higher quality interactions contribute in turn to stronger relationships between prisoners and their children.

Action for Prisoners' Families (APF)

APF is a membership organisation for those interested in the well-being of offenders' families across England and Wales. A lot of its activities support the work of other organisations and practitioners, developing their capacity and ability to deliver services. But it also directly intervenes. For example, it lobbies for better regulation and standards for contact between prisoners and families.

One of APF's initiatives is 'family friendly challenge days', through which it encourages and supports prisons to organise 'family days' and family visits in prisons, so that families can visit relatives for extended periods of times and in a relatively relaxed manner. Through these family days, APF opens up a new, more enjoyable way for families to interact, contributing to the interim outcome in the theory of change, '*Interactions are more accessible and diverse*'.

Safe Ground

Safe Ground uses drama to reduce the risk of offending and re-offending. It manages two flagship courses: Family Man and Fathers Inside. Family Man is a course about family relationships, which uses drama and group work to enable participants to find new ways of thinking and behaving in prison and on release. Fathers Inside is a course about parenting skills, specifically helping prisoners to engage in their children's education.

By providing training in parenting and relationships, Safe Ground contributes to the interim outcome '*Prisoners and their families are equipped with appropriate skills and tools*', including positive attitudes and communication skills. By using drama, it helps to improve 'soft' skills, such as confidence and self-esteem, and contributes to the outcome '*Interactions are more accessible and diverse*'. Overall, Safe Ground helps to build a foundation for stronger family relationships.

3. Visitor experience

If your husband, father or son is in custody, the only way you can see him is by visiting the prison. This contact is crucial to relationships, and can greatly affect the well-being of the prisoner and his family.

The quality of the experience is influenced by several factors, including the facilities in the visitors' centre, its opening hours, the guidelines and rules, and how the visitor is treated inside the prison. But the value of the experience lies in the way it makes the visitor and prisoner feel, and what this means for their relationship.

In April 2011, the government is introducing new requirements for visitors' centres in prisons, but these are likely to ensure quality only at a basic level.¹ Charities increasingly have to defend the provision of extra services that go beyond these basic requirements, but they find it difficult to demonstrate the value. A new tool to measure the quality of families' experiences could help to build the evidence in this area and inform commissioning of services.

Designing the new tool

The visitor experience tool aims to capture some of the main outcomes set out in the theory of change (see Figure 1 in Chapter 2), finding out whether families feel that they have the information they need, whether they believe the prison is family friendly, and whether they feel relaxed or stressed by the visit. This data can be used to explore some of the correlations between these different outcomes. For example, do the families who have all the information they need feel less stressed than other families, and does this help to make their visit more productive?

To create the new tool, we starting by looking closely at existing measures used in visitors' centres, including systems used by the charities participating in the project and by other organisations in the sector. These tools were mainly focused on demographic and output data, such as numbers of visitors, their ages, and the facilities that are available in the visitors' centre or prison. Where organisations carried out more qualitative surveys, they were mainly focused on the quality of the facilities on offer, rather than on visitors' feelings, attitudes and experiences. They also tended to be small scale and different for each organisation.

These tools provided a useful starting point for designing our new questionnaire, particularly when it came to language and phrasing. But in addition to some core questions about demographic data, we wanted the bulk of our questionnaire to focus on more subjective questions, to explore how people feel at different stages of their visit. This would help to pin down and categorise the intangible impact of charities' work, which was previously overlooked or poorly understood.

We used the theory of change that we had developed as the starting point for the questionnaire. We highlighted the interim outcomes that we wanted to track through the tool including *'Families have all the information they need'*; *'The prison is more family friendly in its attitudes, practices, procedures and facilities'*; *'Stress is reduced and practical barriers are overcome'*; and *'Quality of family interactions increases'*. We then developed questions to explore aspects of each of these areas (for example, how stressful it was to visit prison). We also introduced some questions to explore links between different outcomes (for example, whether the stress of the visit makes it harder for the visitor to talk to the prisoner).

Once we had an exhaustive list of questions, we narrowed them down to make the questionnaire as comprehensive as possible without being too long. Most of the questions were 'closed', asking respondents to rate how much they agree with a statement (such as, *'I am relaxed during my visit'*) by choosing one of a set number of answers. This produces information that can be collated and compared.

We also included some open questions, such as, *'How could your visit be improved?'* and *'How does this prison compare to other prisons you have visited?'* These provided more texture to the questionnaires and captured important information that might be overlooked by the other questions. This data would not only help to inform and improve our understanding of each completed questionnaire, but also help to refine the questionnaire in the future. If these 'open' questions consistently picked up the same issues, these issues could then be integrated into the closed set of questions and investigated more systematically.

We also developed a version of the questionnaire for adults to complete about their children's experience.

¹ House of Commons, Hansard, Written Answers for 11 January 2011.

Piloting the questionnaire

Initial testing

We wanted to begin testing the visitor experience tool on a very small scale to check the phrasing of the questions, to make sure they were easy to understand, and to look at how best to implement the tool. Three of the charities we worked with—Kids VIP, pact (Prison Advice and Care Trust) and POPS (Partners of Prisoners and Families Support Group)—piloted the first version of the tool with around 50 family members in visitors' centres in five prisons.

These tests highlighted several issues with the design of the questionnaire, mainly around how best to capture demographic data. Some respondents reported that the choices did not reflect the variety and complexity of their family relationships or their relative's prison sentence. Some questions were slightly unclear and open to misinterpretation. The visitors also reported that the layout of the questionnaire was rather overwhelming, with too many questions on one sheet of paper.

The pilot highlighted some practical challenges, particularly around timing. Visitors were unlikely to fill in the questionnaire after their visit, and we found that the optimal time was around lunchtime, as visitors tend to arrive slightly early for their afternoon visits. Also, some people needed help completing the questionnaire, so the charities needed to make sure that someone was on hand to assist.

The roll out

After the initial testing, the participating charities met to discuss the results and work out how best to fine tune the tool. It was then implemented on a bigger scale. pact used the questionnaire in place of the annual survey that it carries out across 11 visitors' centres; POPS distributed it at two of the prisons where it works (HMP Liverpool and HMP Garth and Wymott); and Kids VIP distributed it at HMP Frankland, through the charity NEPACS (North-East Prison After Care Society). Altogether, we collected 511 adult questionnaires and 178 child questionnaires. (See Appendix D for a copy of the questionnaires.)

Although visiting prison can be a stressful experience, visitors' centres help to make it as stress-free as possible.

Results

Adult visitors

Overall, the adult questionnaire demonstrates very positive results, possibly indicating the impact that the participating charities are having in making prisons a positive experience. For example:

- 90% of respondents agreed or strongly agreed that they had all the information they needed to make their visits as easy as possible [question 1].
- 74% agreed or strongly agreed that there were appropriate services available in the visits hall [question 11].
- 68% agreed or strongly agreed that visiting the prison was stressful [question 7], but 84% agreed or strongly agreed that the visitors' centre helped make the visit as stress-free as possible [question 4].
- 93% agreed or strongly agreed that they enjoyed talking to the person they were visiting [question 17].
- 89% agreed or strongly agreed that they were able to talk to the person they were visiting about useful things [question 19].

The questionnaire shows that although visiting prison can be a stressful experience, the visitors' centre helps to make it as stress-free as possible. Most people surveyed had a positive experience of visiting prison, from being provided with good information and support to being treated well by prison staff. They also had positive feelings about the visit itself. We can conclude that the participating charities are contributing to several of the outcomes shown in the theory of change in Figure 1, Chapter 2 (for example, '*Stress is reduced and practical barriers are overcome*').

We also looked at correlations between questions. Correlations do not show whether one feeling, attitude or experience causes another (for example, feeling less stressed about visiting prison making someone more relaxed during visits) but they are helpful in highlighting interesting patterns. For example:

- Figure 2 shows that 40% of respondents who agree or strongly agree that visiting prison is stressful [question 7] also agree or strongly agree that the stress of the experience makes it harder to talk to the person they are visiting. Of the people who thought that visiting prison was not stressful, only 10% thought that the stress of the experience made it harder to talk to the person they were visiting. These differences are statistically significant at the 5% level.

Figure 2: People who find visiting prison more stressful are more likely to think that the stress of the experience makes it harder to talk to the person they are visiting

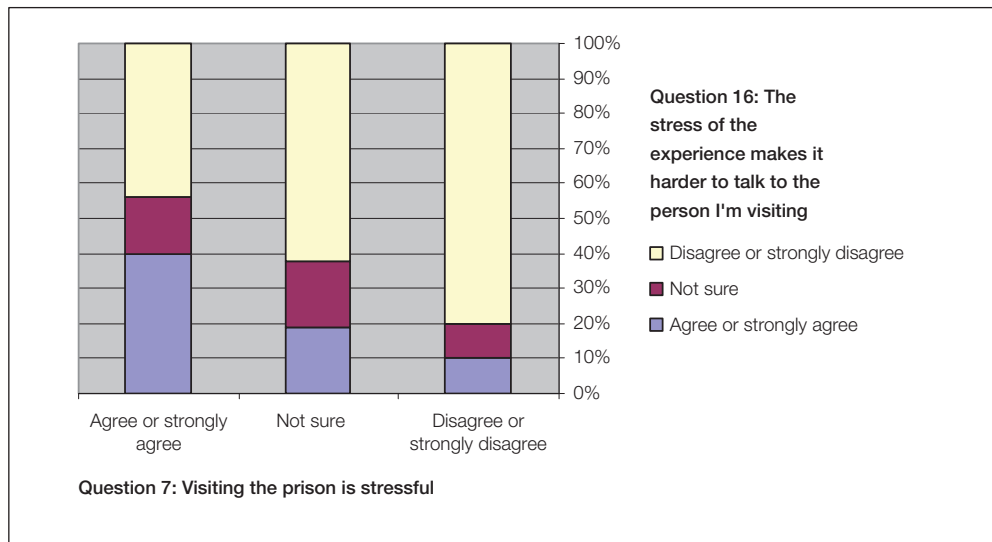
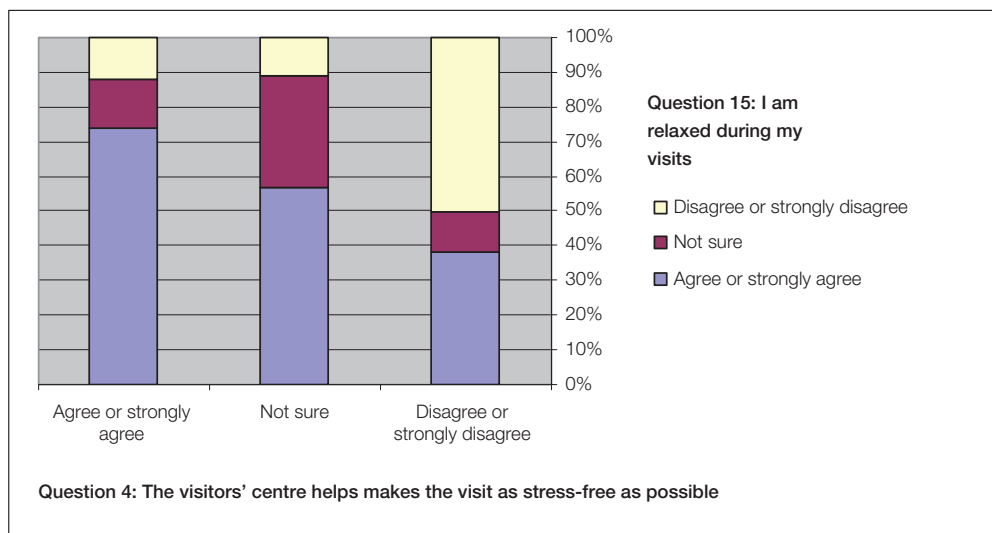


Figure 3: People who think that the visitors' centre helps to make the visit as stress-free as possible are more likely to be relaxed during their visits



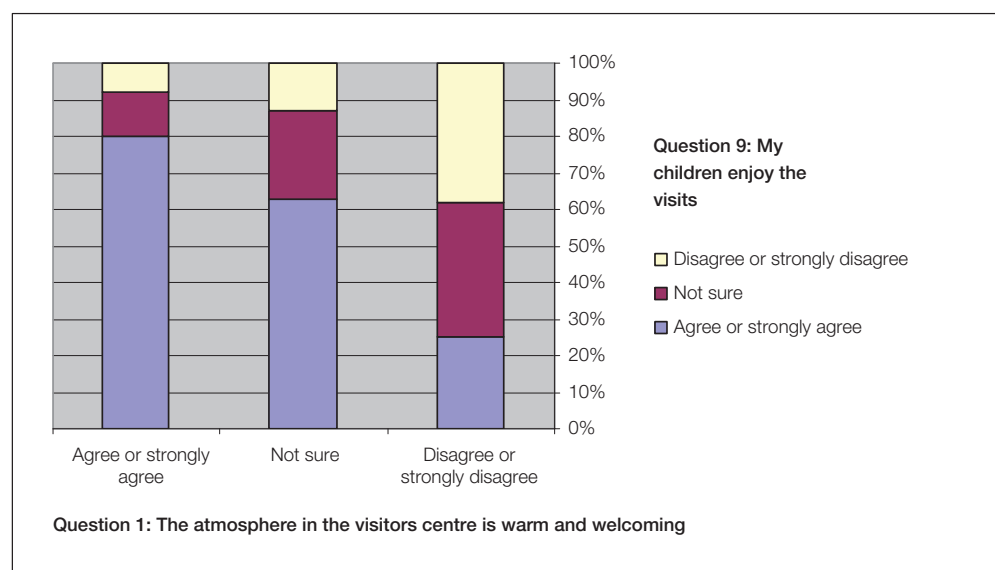
- People who think that the visitors' centre helps to make the visit as stress-free as possible are more likely to be relaxed during their visits and enjoy talking to the person they are visiting [correlations between question 4 and questions 15 and 17]. They are also more likely to agree that they can talk about useful things, and they are more likely to feel happy that they came to visit [correlations between question 4 and questions 19 and 22]. For example, Figure 3 shows that 74% of respondents who agree or strongly agree that the visitors' centre helps make the visit as stress-free as possible [question 4] also agree or strongly agree that they are relaxed during their visits, compared with only 38% of respondents who disagree or strongly disagree with question 4. This difference is statistically significant at the 5% level.

Child visitors

The questionnaires that visitors filled in about their children's experiences of visiting also demonstrated positive results. For example:

- 83% of respondents agreed or strongly agreed that the atmosphere in the visitors' centre was warm and welcoming for their children [question 1].
- 68% agreed or strongly agreed that the play facilities in the visits hall are good [question 4].
- Of those who said there was usually a play worker in the prison they were visiting (65% of respondents), 87% agreed or strongly agreed that the play worker makes their children feel included [question 6].

Figure 4: People who think the atmosphere in the visitor's centre is warm and welcoming are more likely to say that their children enjoy their visits



- Overall, 75% agreed or strongly agreed that their children enjoyed the visits [question 9]. There are indications that people who think that the play worker makes their children feel included are more likely to say that their children enjoyed the visits, although a bigger sample would help to confirm this pattern.
- Perhaps most importantly of all, an overwhelming 90% agreed or strongly agreed that visiting prison helps their children maintain strong relationships [question 10]. However, the 9% who disagreed or strongly disagreed that their children enjoyed the visits were much less likely to think that visiting prison helps their children maintain strong relationships.

If parents have positive feelings, attitudes and experiences about their children visiting prison, they are more likely to believe in the importance of visits to maintaining strong family relationships. Play workers appear to be important for encouraging these positive responses. For example, 83% of respondents agreed or strongly agreed that their children enjoyed the visits if there was a play worker in the prison they were visiting compared with 72% if there was not a play worker (although this difference was not statistically significant at the 5% level).

Correlations for this questionnaire are also what we would expect. For example, people who think the atmosphere in the visitor's centre is warm and welcoming are more likely to say that their children enjoy the visits [correlation between questions 1 and 9]. Figure 4 shows that 80% of respondents who agree or strongly agree that the atmosphere in the visitor's centre is warm and welcoming [question 1] also agree or strongly agree that their children enjoy the visits, compared with only 25% who disagree or strongly disagree with question 1.

Future improvements

Having piloted the questionnaire and reflected on the results, we believe that it could be improved in a few ways. To start with, it would be interesting to test the questionnaire in prisons where the charities are not working, as this should produce more variation in answers, which would allow us to test the correlations more.

Also, some of the questions (such as *'The person I am visiting is always happy to see me'*) are not appropriate for first-time visitors. These visitors are an important group to look after, so it would be worthwhile to modify the questionnaire for them.

Finally, the sample size of the pilot was too small to look at variation between prisons, so distributing the questionnaire at a bigger scale would allow charities to compare responses at different prisons and work out where they might be making the biggest impact. They can begin to explore the factors behind this.

4. Family relationships

Charities work with prisoners and their families in a variety of ways. They might help offenders to record bedtime stories for their children, give financial advice to families whose breadwinner has been locked up, or make the visitors' centre a brighter, friendlier place to be. But all charities that work with prisoners' families aim to create stronger, healthier relationships, as long as it is in the family's best interest.

We are creating the first tool to measure the strength of family relationships among prisoners and their families. If charities can capture their impact in this area using the new questionnaire, they will be demonstrating their contribution to one of the Ministry of Justice's seven pathways to reduce re-offending.

Designing the new tool

To create a new tool to capture the strength of prisoners' family relationships, we began by reviewing tested and validated relationship measures in other sectors, such as parenting and family therapy.ⁱ We adapted these measures for our context, bearing in mind that the scales we drew on are only pertinent for intensive interventions where the organisation has built up a relationship with the participant and can track changes over time.

The family relationship tool looks at both the prisoner's perspective and the relative's perspective. We developed a number of variations on the measurement scales to reflect the spectrum of family relationships, as a male prisoner might be visited by his wife, the mother of his child, or his father, for example.

We ran the new tool past the participating charities to get feedback. See Appendix D for a copy of the questionnaire.

Piloting the questionnaire

Safe Ground piloted the questionnaire at HMP Belmarsh through its Family Man course, which is a seven-week, full-time programme that uses drama and group work to help participants find new ways of thinking and behaving in prison and on release. It aims to help offenders understand the benefits of being part of a family and a community. Although Safe Ground has a relatively sophisticated data capturing system, particularly for a charity its size, it has in the past struggled to capture the more intangible aspects of its work and to track changes in a group.

Each prisoner who takes part in Family Man chooses a supporter (usually a family member) to work with throughout the course. There were 18 prisoners attending the course at which Safe Ground piloted the questionnaire, and each prisoner and supporter was given a questionnaire at the beginning and end of the seven weeks (see Table 1 for response rate).

Implementation was fairly straightforward, although there were some issues with making sure all the supporters sent back their questionnaires. As with the visitor experience questionnaire, some respondents reported that the questionnaire did not reflect the variety and complexity of their family relationships.

Results

Because our sample for this pilot was small, the questionnaire does need further testing. Nevertheless, it produced some interesting results. It is striking that the responses are heavily skewed towards the positive end of the spectrum—more than 90% of prisoners' responses are positive.ⁱⁱ

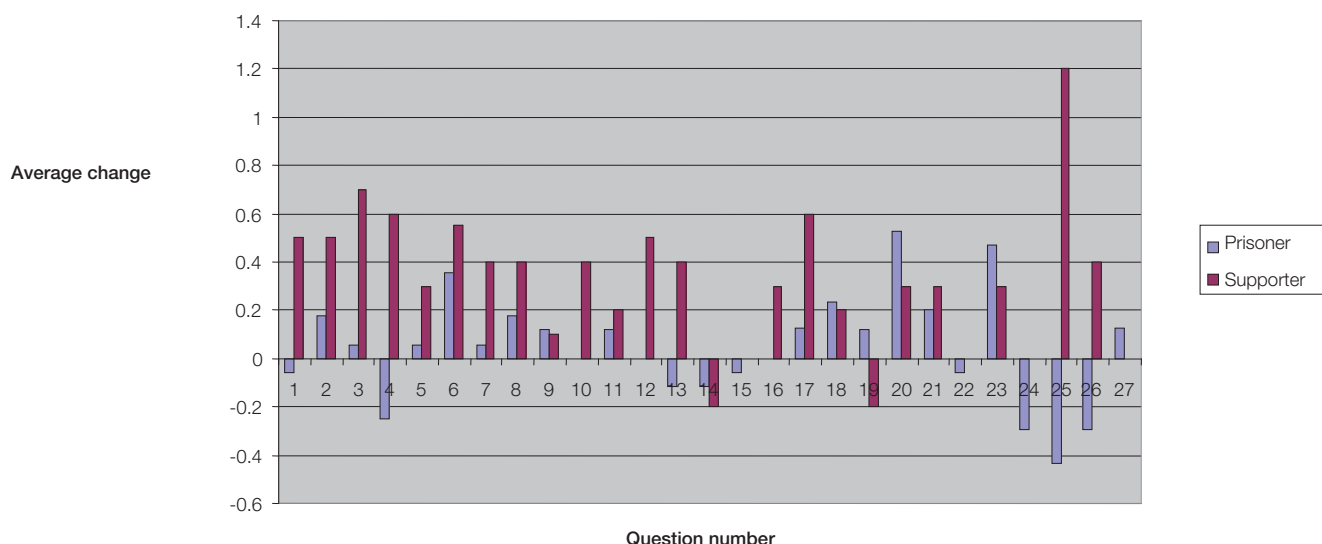
Table 1: Family relationships questionnaire response rate

	Questionnaires answered before course	Questionnaires answered after course	Respondents who filled in both questionnaires
Prisoners	18	17	17
Supporters	16	11	10

ⁱ For example, we drew on Cleminshaw, H. & Guidubaldi, J. (1980) *Assessing Parent Satisfaction* and Sherbourne, C. D. & Stewart, A. L. (1991) *The MOS Social Support Survey*, *Social Science & Medicine*, Vol. 32, No. 6, pp. 705–714.

ⁱⁱ For positively phrased questions (such as, '*Insert example*'), '*strongly agree*' scored 5, '*agree*' scored 4, '*not sure*' scored 3, '*disagree*' scored 2 and '*strongly disagree*' scored 1. For negatively phrased questions (such as, '*Insert example*') this order was reversed. Higher scores are therefore always better than lower scores.

Figure 5: The average change between the initial questionnaire and the follow up questionnaire



The changes in response between the initial questionnaire and the follow up questionnaire are also largely positive, with most people's answers improving between the two points in time (see Figure 5). There are some negative changes, particularly from the prisoner's perspective. These are usually due to prisoners with initially extreme positive responses changing to slightly less positive responses, perhaps because they are being more honest or reflective at the end of the course. They may have had an initial view of the relationship that was unrealistically positive—a view not necessarily shared by their family members.

Domains

To understand which aspects of people's relationships were changing, we split the questions into four domains:

- **S:** How supportive the prisoner (supporter) finds the supporter (prisoner) [questions 1, 3, 7, 9, 10, 12, 16, 27].
- **B:** How constructive the prisoner (supporter) perceives the supporter's (prisoner's) behaviour to be [questions 4, 5, 6, 13, 21, 23, 25].
- **F:** What the prisoner's (supporter's) feelings towards the supporter (prisoner) are [questions 2, 14, 15, 17, 20, 22, 24, 26].
- **P:** How constructive the prisoner (supporter) perceives their own behaviour to be towards the supporter (prisoner) [questions 8, 11, 18, 19].

The maximum score for each domain is normalised to 5. Figure 6 shows the average change for each domain and the total score (normalised to 5) between the initial questionnaire and the follow up questionnaire.

Figure 6 shows that the supporters perceive a much greater improvement in the relationship than the prisoners. Both groups change the most in the domain that reflects the prisoner's behaviour (P for prisoners and B for supporters). None of the changes from the prisoner's perspective are statistically significant,ⁱ perhaps because of the small sample size. In contrast, despite the small sample size, the changes in the supporters' scores were statistically significant in all domains and in the total score, apart from in their perceptions about their own behaviour towards the prisoner (domain P).

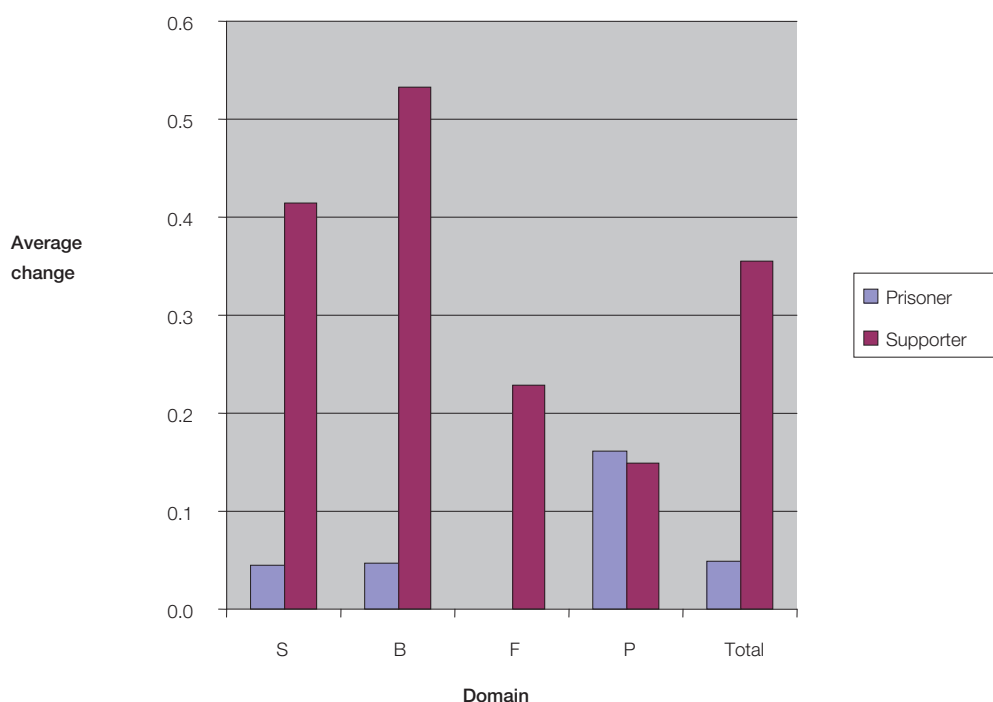
The clear improvement in the relationship from the perspective of the supporter could be due to a response bias—it could well be the supporters who benefited the most who were motivated to fill out and return the follow-up questionnaire. Nevertheless, at least half of the supporters left the programme with a significantly improved view of their relationship with the prisoner. As discussed in Chapter 1, family support can help to reduce re-offending, so improving the perspective of the supporter is key.

Future improvements

The charity staff who administered the questionnaire did not report problems with any of the questions. However, the tool could be improved in a few ways:

- We could remove the pattern of alternating between positively and negatively phrased questions—some of the respondents seemed to fall into a rhythm and stop considering each question individually.

Figure 6: The average change between the initial questionnaire and the follow up questionnaire for each domain



- We could increase the answer categories to a ten-point scale. This would help to split out the positive answers and provide more scope for change, particularly for the prisoners' answers.
- We could do cognitive testing of the questionnaire with prisoners and supporters to understand exactly how they are interpreting the different questions and find out why they are answering so positively.

Cost-effectiveness

These results show that the services charities provide to prisoners and their families can help to strengthen family ties. But what can we say about the cost-effectiveness of these services?

We know that prisoners who are visited in prison are less likely to re-offend and more likely to find work, and we know that reducing re-offending and increasing employment generate large financial rewards (see Chapter 1). It seems sensible to assume that good family relationships play a part here, but we do not know the extent to which improved family ties reduce re-offending, or even the extent to which improved family ties increase visits. If visits do increase and if re-offending is reduced, it may be because of improved family relationships, but it is important to take other factors into account too. For example, a prisoner might be receiving housing and employment advice as well as relationship services, so all these interventions may contribute to that prisoner's outcomes.

Nevertheless, we can do a break-even calculation to assess the cost-effectiveness of charities that improve family ties. This means asking how successful a charity would have to be at increasing the likelihood of visits in order for the cost of the service to be recovered by savings to the taxpayer.

According to our calculation in Box 1, in the year after their release, visited prisoners cost on average £15,071 less than those who are not visited. Therefore, improving family relationships so that a prisoner starts receiving visits when he previously was not visited will, on average, save this much.ⁱ

The Department for Education funds Safe Ground to manage its network of programmes, amounting to £279 for each prisoner. (This does not include the cost of delivery, such as staff and catering, which are paid for by the prison or the prison's education department.) If the taxpayer were to pay for the management of the Family Man and Fathers Inside programmes, in order to break even, these charities would need to significantly improve family relationships for one in every 54 prisoners they work withⁱⁱ, and they would need to prevent re-offending for one in every 287 prisoners they work with.ⁱⁱⁱ

ⁱ Remember, the £15,071 figure includes all of those visited prisoners who do go on to re-offend or who do not get a job.

ⁱⁱ Calculated by dividing £15,071 (the difference between the cost of visited prisoners and unvisited prisoners) by £279 (the cost of the programme for each prisoner).

ⁱⁱⁱ Calculated by dividing £80,185 (the average cost of re-offending per offender—see Box 1) by £279 (the cost of the programme for each prisoner).



Photograph supplied by stock.xchng

5. Conclusion

Good family relationships can help offenders can get their lives back on track, increasing employment, reducing homelessness and ultimately helping to prevent re-offending. Several charities work with prisoners and their families to strengthen family ties, but these charities struggle to demonstrate the value of their work.

This research grapples with the issue of meaningful measurement in the criminal justice sector. From establishing a theory of change to developing and testing measurement tools, we have learned from the experience of a group of expert charities.

Recommendations

As a result of this work, we have produced recommendations in three areas:

- improving the context of measurement and opportunities in the sector;
- developing the tools that we created and piloted; and
- developing a shared approach to measurement systems.

Improving measurement

Recommendations for government

The government is the biggest player in the criminal justice system. It builds prisons, oversees the use of custodial sentences, and commissions services for prisoners. Its introduction of the *Children and families* pathway to reduce re-offending shows that it is starting to take prisoners' relationships seriously.

However, identifying pathways does not necessarily lead to action, and government could do much more for charities both in this narrow field and in the criminal justice sector more broadly. We suggest that government should:

- **Be clear about outcomes**, establishing what you want charities to demonstrate in order to show their impact. There appears to be a lot of confusion about what commissioners are looking for, which means that charities are either wasting time capturing data that is not useful for them or

for government, or they are biding their time, measuring little, until they get a better idea of what government is asking for.

- **Understand the limitations that that charities face** in capturing data and have realistic expectations about what they can produce.
- **Improve access to data** so that charities can understand what they are dealing with and keep track of offenders they are helping. There appears to be little central direction on what data charities can access and use, and even within our six participating charities, there were a variety of experiences of accessing government information.
- **Provide funding for high-quality measurement and monitoring**, not just for limited one-off evaluations.

Recommendations for funders

Non-government funders, including trusts, foundations and philanthropists, play an important role in the criminal justice sector. They develop pilot projects and fund important activities that fall outside the government's responsibility. They help charities to prove their impact in order to attract statutory funding. And through independent research and campaigning, they put pressure on the government to create a better criminal justice system.

These funders could use their position to strengthen charities in this field and change the lives of more prisoners and their families. We suggest that funders should:

- **Be considerate about what you ask charities for**, making sure that the information you ask for is realistic, useful, consistent and proportional to the level of commitment you are making to the charity.
- **Fund measurement** by paying for a specialist member of staff, a measurement-focused project (like this one), or an activity that has monitoring and evaluation built in.
- **Recognise the limitations of the sector**, being clear about what data charities are able to capture and valuing the information that they produce.
- **Support information sharing** by helping charities to network, share information and share experience.

Charities play a vital role in the criminal justice sector. They are independent, responsive and innovative.

Recommendations for charities

Charities play a vital role in the criminal justice sector. They are independent, responsive and innovative—important qualities when working with prisoners to reduce re-offending. But charities in this sector face the challenges of capturing their results, sustaining their services and operating within a politically-sensitive field. We suggest that charities should:

- **Promote the importance of measurement** to funders, requesting consistent and sensible reporting systems. If government is unable to suggest viable measurement requests, it is worth charities stepping in and making their own suggestions.
- **Measure your work**, not just with funders in mind. There is a common attitude that measurement is mainly useful for fundraising, so measures are often designed and implemented for that purpose. While it is important to demonstrate results to funders, it is also vital for charities to prioritise measurement in order to refine their own services and improve how they work.
- **Share your experience** to strengthen the sector, avoid duplication, and allow other charities to learn from your knowledge. It was particularly interesting in this project to see measurement representatives from the different charities meet together.
- **Build on this project**, considering how your activities fit into the theory of change, or how you might apply the lessons we set out in this report to your own work.

Developing the tools

The two tools that we developed as part of this project have helped to start establishing a framework for more standardised measurement in the sector. Through the initial pilots, we have captured data about the quality of family relationships and about the experience of over 500 visitors. The family relationships tool has helped to demonstrate that the participants in the Family Man course see significant improvements in their relationships, and the visitor experience tool has shown that the people visiting the prisons served by POPS, pact and Kids VIP are relaxed, positive about the visit, and pleased by the support they get from their visitors' centre.

The tools have also helped us to find correlations and explore the meaning of the data in more depth. For example, in the Family Man course, the prisoners' scores decreased in some areas. This may be because they had an initial view of the relationship that was unrealistically positive—a view not necessarily shared by their family members.

However, both tools are at an early stage in their development, and several more steps need to be taken to improve them, including:

- **The questionnaires need to be developed and refined in light of the pilots.** This includes making changes to wording and potentially using a larger range of measurements to pick up more detailed variations. There may be a need for an adapted version of the visitor experience questionnaire for first time visitors.
- **There needs to be a clearer understanding of how people fill out both questionnaires**, including how they interpret the questions. More user feedback could also be useful.
- **The questionnaires need to be tested at a greater scale with a broader set of experiences.** Although the visitor experience scale had over 500 respondents, there were not enough to make comparisons between prisons. We could also test the tools in more diverse settings. Because the respondents were generally very positive, it was difficult to draw out correlations between answers. Testing the tool in prisons with limited visitor facilities and less satisfied visitors could help to make more direct comparisons.

Developing a shared approach to measurement

A final set of recommendations comes out of the research process and the experience of designing and implementing a shared measurement approach in a particular sector. The main lessons that came out of this were:

- **The importance of selecting strong and engaged organisations:** The project benefited greatly from involving charities that value measurement, have experience and were prepared to commit time and resources to the project. This increased the quality of the discussions (for example, when constructing the theory of change, developing the questionnaires and discussing results) and gave the project firm foundations for development.
- **The benefits of involving a broad range of organisations:** The participating organisations' variety of experience proved valuable in providing a rounded and thorough view of the sector. The different perspectives of direct service deliverers, trainers and infrastructure bodies helped us to examine and consider issues from different angles. While piloting the tools depended on the access of the service-providing charities, the development of these tools was enriched by the input of the whole group.

- **The advantages of a flexible approach:**

At the beginning of the project, we had purposefully not defined what the final products of the research would be. The creation of the two tools came out of a joint discussion with the charities and advisors about what would be most useful to them and to the sector. This not only led to more tailored and appropriate tools, but also increased the sense of ownership.

- **The added benefit of building relationships between charities:**

An unexpected benefit of the process was the opportunity it gave representatives from the participating charities to meet each other. Most of the people in charge of monitoring and evaluation at each organisation had not met each other before, and where they had, it was rarely in the context of discussions about measurement.

Yet as well as these positive lessons from the process, there were also some challenges and deficiencies, both in design and implementation.

- **Elapsed time:** Shared measurement takes time to plan and carry out, and the challenging of coordinating organisations and arranging meetings led to some delays.

- **Challenges of involving beneficiaries:** One weakness of the project design was its lack of direct involvement of the people most integral to the sector: the families of prisoners. Their input into the research was mediated by the participating charities. To be a properly 'shared' approach to measurement, the project might have benefited from having the input of families more formally.

- **Burden on participating charities:** While we were impressed by how the charities engaged with the project, they were limited by their resources and capacity. This had implications for collecting and analysing the data. The analysis was largely done by NPC, but ideally, the project would have embedded the analysis within each charity.

- **Difficulty of producing conclusive results:** We did not overcome the challenge of collecting comprehensive and conclusive data in a sector where data collection is difficult and where there are few existing data sets or sources. With both questionnaires, the project was in effect starting from scratch. Within the confines of this research, the questionnaires lacked the scale and the sensitivity to produce definitive results.

A further challenge, which was not an overt issue in this case, is the question of competition. Charities often have to compete against each other for government contracts or other sources of funding. Good data and measurement systems can provide an advantage, and this can discourage organisations to share information on services, costs and results. One of the benefits of involving a broad range of charities in a project—thematically and geographically—is that it decreases the chance that they will be in direct competition.

In many cases, the challenges of a shared approach can be overcome through improved project design. Even with our existing project design, the benefits of this approach outweighed the challenges. We have developed a framework for understanding how charities work with prisoners' families and the logical assumptions underpinning this work. Through this, we have started on the journey of developing the evidence base of the sector.

Next steps

The direct success of this project can be judged by whether the visitor experience and family relationship questionnaires that we developed are useful to charities working with prisoners' families. They should fill a gap in existing measurement approaches and provide useful data on the results of charities' work. We know that the charities involved in the pilot intend to use the tools more widely.

Further improvements to the tools rely on testing at a greater scale in a broader range of situations. We hope to revise the two tools using what we have learnt from this pilot and undertake further tests to ensure that they are robust. We will work on this with Action for Prisoners' Families (APF) and its members. If there is sufficient testing and input, we will incorporate the lessons and publish revised versions of the tools. We will then encourage charities to use them, and we hope that funders (including the government, grant-making trusts and philanthropists) will also encourage charities to use them. This will be an important step towards standardised measurement in the sector.

APF has set up an evidence and research advisory group to look at measurement in the sector. As well as building on the research set out in this report, it will look at other issues, including working with the Ministry of Justice and the National Offender Management Service to develop tools to demonstrate outcomes that help to reduce re-offending and intergenerational offending.

More widely, this project will be a success if it encourages other funders and charities to take a collaborative approach to improving measurement in their sector. NPC is embarking on a series of shared measurement projects in different sectors, informed by the lessons from this project. If you are interested in this work, please contact NPC's measurement team on 0207 620 4850 or info@philanthropycapital.org.

Acknowledgements

We are particularly grateful to The Indigo Trust, which funded this research, and to the six charities that participated in our shared measurement approach (see Appendix A for more information on these organisations):

- Action for Prisoners' Families
- Kids Visiting in Prison
- Prison Advice and Care Trust
- Partners of Prisoners and Families Support Group
- Safe Ground
- Storybook Dads

We are also very grateful to the following individuals who advised us during this research:

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- HMP Garth and Wymott
- HMP Holloway
- HMP Isis
- HMP Kirkham
- HMP Leeds
- HMP Liverpool
- HMP Nottingham
- HMP Pentonville
- HMP Risley
- HMP Wandsworth
- HMP Woodhill
- HMP Wormwood Scrubs



Photograph supplied by Prison Advice and Care Trust

Appendix A: Participating charities

Action for Prisoners' Families (APF)

APF is a membership organisation representing the needs of organisations working with families of prisoners across England and Wales. It helps to develop support services (such as visitors' centres) for prisoners' families, publishes information about families and for families, lobbies to influence policy, and campaigns to raise awareness of the impact of imprisonment on children and families.

To find out more about APF, visit www.prisonerfamilies.org.uk.

Kids Visiting in Prison (Kids VIP)

Kids VIP aims to help the prison service sustain and improve child-friendly approaches to children's contact with their imprisoned relations. It provides training and support for prison staff who come into contact with visitors and play workers in the prison environment, and contributes to the development of policy and services in the field.

To find out more about Kids VIP, visit www.kidsvip.co.uk.

Prison Advice and Care Trust (pact)

pact provides practical and emotional support to prisoners and their children and families. It runs family-friendly visitors' centres outside prisons, with information, advice and support for families and friends visiting prisoners. It provides supervised children's play services in prison visits halls, with toys, games and creative activities. It also runs a First Night in Custody service, to help reduce the anxiety of new inmates, and helps ex-prisoners to find their feet again in the local community.

To find out more about pact, visit www.prisonadvice.org.uk.

Partners of Prisoners and Families Support Group (POPS)

POPS provides information, advice and support at every stage of the criminal justice system, from arrest to release, as part of its 'continuum of care'. By working in partnership with a variety of partners, including the police and probation service, POPS aims to encourage other sectors to recognise their responsibility towards offenders' families and the importance of the user voice in directing service delivery. This is supported by the charity's Family Information Network, which provides a platform for families to share their views and influence policy, as well as directing the development of POPS services.

Since participating in the research for this report, POPS has developed its measurement systems further. In 2010, the charity was chosen to be one of the hosts of the PricewaterhouseCoopers (PWC) Responsible Leadership Programme, through which PWC is helping POPS to develop its measurement and metrics systems. The first stage is to develop a database robust enough to support the National Offenders' Families Helpline, which should be operational from April 2011. The second stage is to consider the quality of the information gathered. This tool should be complete before the end of 2011.

To find out more about POPS, visit www.partnersofprisoners.org.uk.

Safe Ground

Safe Ground uses drama to reduce the risk of offending and re-offending. It manages two flagship courses: Family Man and Fathers Inside. Family Man is a course about family relationships, which uses drama and group work to enable participants to find new ways of thinking and behaving in prison and on release. Fathers Inside is a course about parenting skills, specifically helping prisoners to engage in their children's education.

To find out more about Safe Ground, visit www.safeground.org.uk.

Storybook Dads

Storybook Dads helps to maintain the emotional bond between prisoners and their children by helping offenders to record bedtime stories on CDs and DVDS. The parent records a story and a message which is then edited and enhanced using digital audio software. Editors remove mistakes, add sound effects and music, and create a personalised cover before the finished CD or DVD is sent to the child.

To find out more about Storybook Dads, visit www.storybookdads.co.uk.

Appendix B:

Cost calculations

Employment

Visited prisoners are more likely to have employment, training or education arranged on release:

	Prisoners with employment, education or training arrange on release	Prisoners without employment, education or training arranged on release
Prisoners who are visited at least once	37%	63%
Prisoners who are not visited at all	16%	84%
All prisoners	30%	70%

Source: Niven, S. and Stewart, D. (2005) *Resettlement outcomes on release from prison in 2003*.

We assume that prisoners who have a job arranged on release are employed for the following 12 months, and prisoners who do not have a job arranged on release are unemployed for six months before finding employment. We assume that employed ex-prisoners earn the minimum wage.ⁱ

Minimum wage (per hour)	£5.93
Earnings for a yearⁱⁱ	£11,563.50
Of which income tax ⁱⁱⁱ	£1,017.70
Of which National Insurance ^{iv}	£642.79
Jobseeker's Allowance (per week) ^v	£65.45
Jobseeker's Allowance (per year)	£3,403.40

	Estimated average gross income in the year after release (earnings in first six months x probability of having a job + earnings in second six months)	Tax and National Insurance contributions in the year after release	JSA claimed in the year after release (JSA in first six months x probability of not having a job)
Visited prisoner	£7,921	£817	-£1,072
Unvisited prisoner	£6,707	£536	-£1,429
Difference	£1,214	£281	-£357

By adding together the extra tax and National Insurance contributions that the taxpayer receives and the amount of JSA that the taxpayer does not have to pay, there is a net average saving of £638 to the taxpayer for each visited prisoner, compared to an unvisited prisoner.

ⁱ From October 2010, the national minimum wage for workers aged 21 and over is £5.93.

ⁱⁱ Assumes a 37.5 work week and pay for 52 weeks a year.

ⁱⁱⁱ For the 2010/2011 tax year, the basic personal allowance is £6,475. The basic rate of income tax is 20%.

^{iv} For the 2010/2011 tax year, employees pay 11% on earnings between £110 and £844 a week.

^v The maximum weekly rate of Jobseeker's Allowance for a single person aged 25 or over is £65.45.

Re-offending

Visited prisoners are less likely to re-offend on release:

	% who do not re-offend	% who re-offend
Prisoners who were visited	48%	52%
Prisoners who were not visited	30%	70%
All prisoners	42%	58%

Source: May, C., Sharma, N. and Stewart, D. (2008) *Factors linked to reoffending: a one-year follow-up of prisoners who took part in the Resettlement Surveys 2001, 2003 and 2004.*

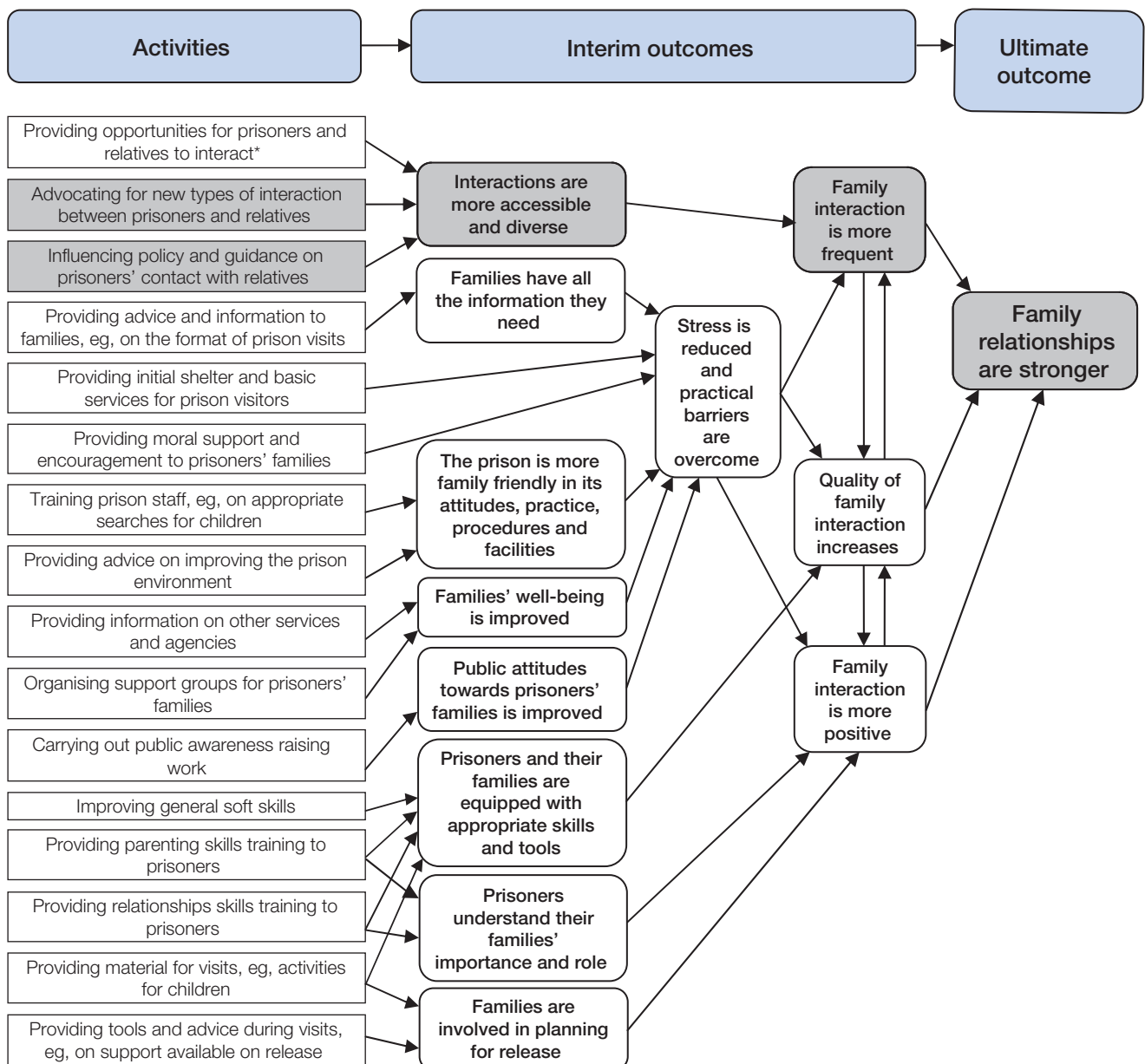
In 2002, the Social Exclusion Unit estimated that re-offenders on average cost £65,000 (in 2001/2002 prices) in the run-up to their reconviction in crime and court costs. In 2009/2010 prices, or accounting for inflation, this is the equivalent of £80,185.ⁱ Because visited prisoners are less likely to re-offend we can estimate the lower cost by multiplying the likelihood of re-offending by the cost of re-offending:

	Average criminal justice and crime costs
Visited prisoner	£41,696
Unvisited prisoner	£56,129

Appendix C: Mapping charities' work onto the theory of change

Box 3 in Chapter 2 describes how the work of the six charities maps onto the theory of change (Figure 1). The following six figures illustrate this by taking the original theory of change and highlighting the relevant activities and outcomes for each charity.

Figure 7: Action for Prisoners' Families (APF)



* By 'interaction', we mean all contact between a prisoner and his family, including visiting prison, attending family days, having phone calls, giving or receiving letters, and giving or receiving recorded CDs and DVDs.

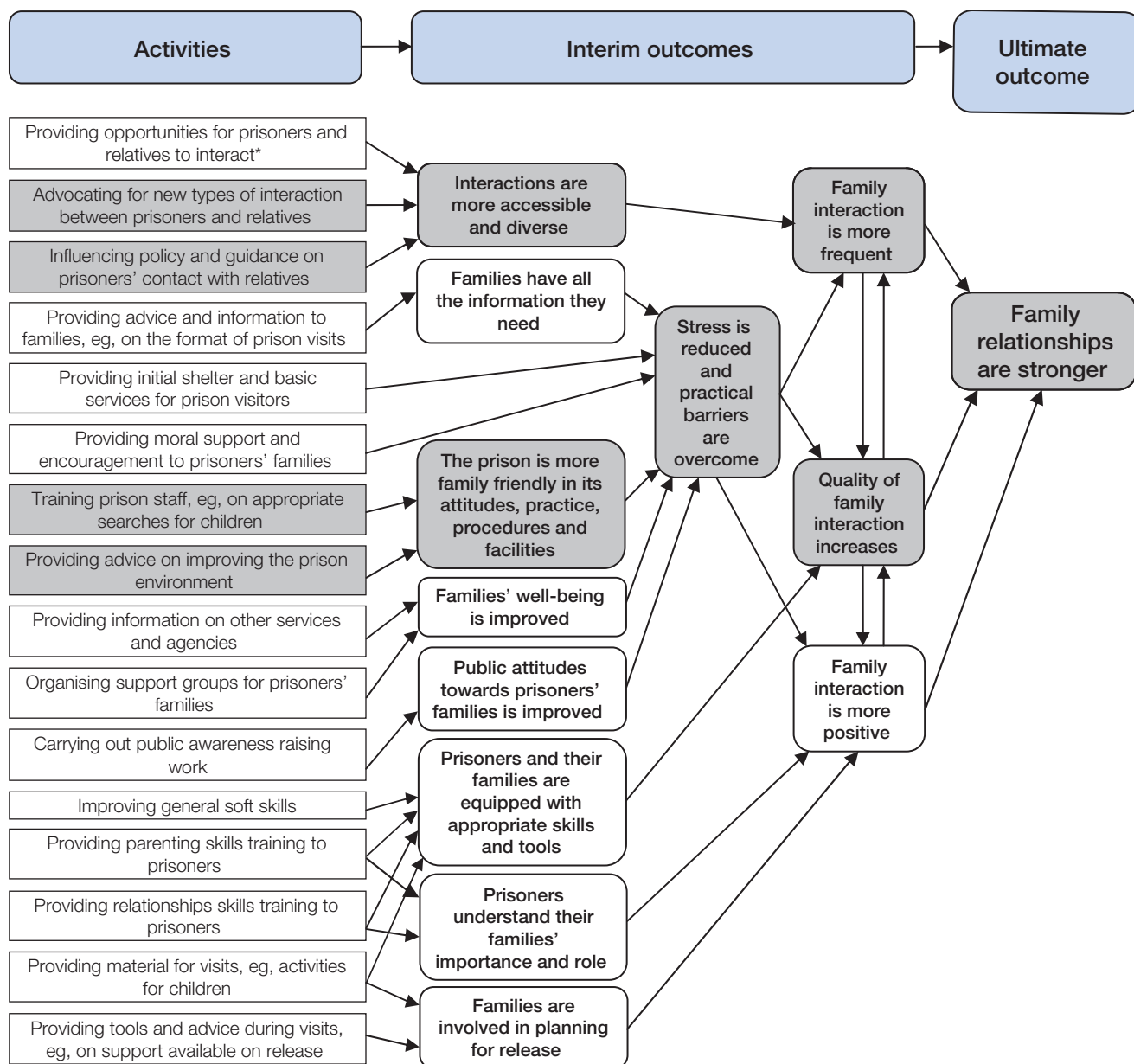
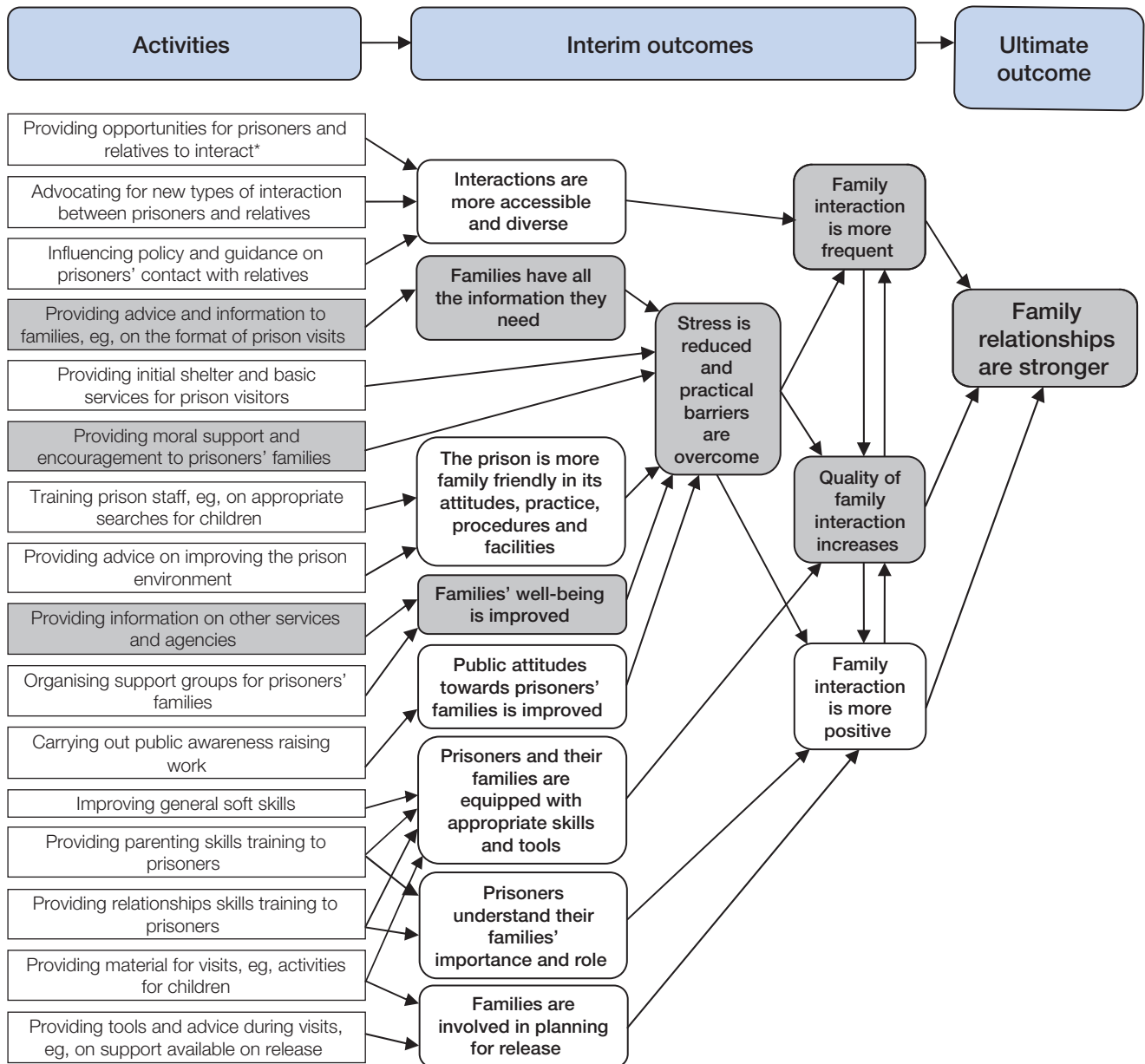
Figure 8: Kids Visiting in Prison (Kids VIP)

Figure 9: Prison Advice and Care Trust (pact)



* By 'interaction', we mean all contact between a prisoner and his family, including visiting prison, attending family days, having phone calls, giving or receiving letters, and giving or receiving recorded CDs and DVDs.

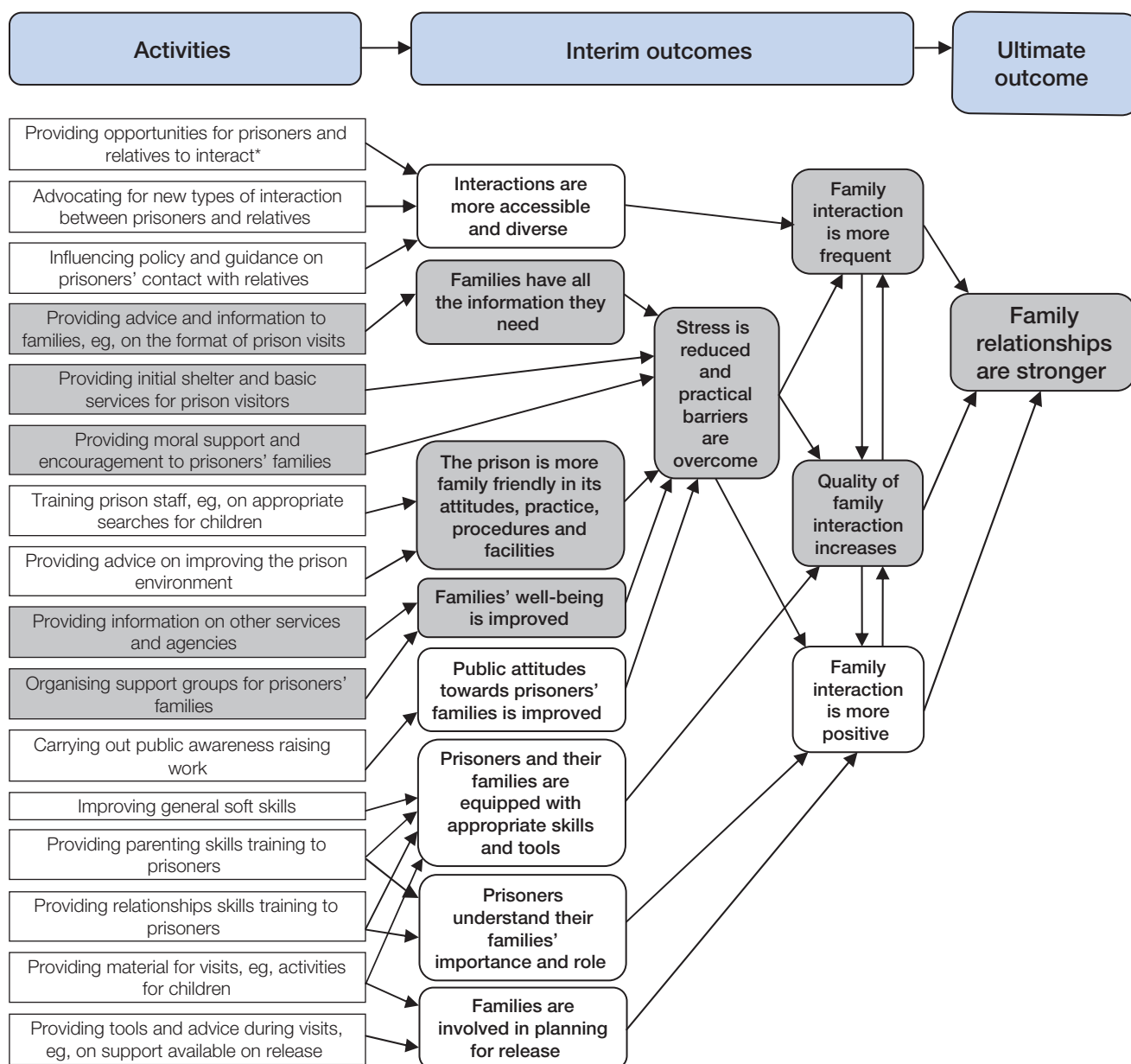
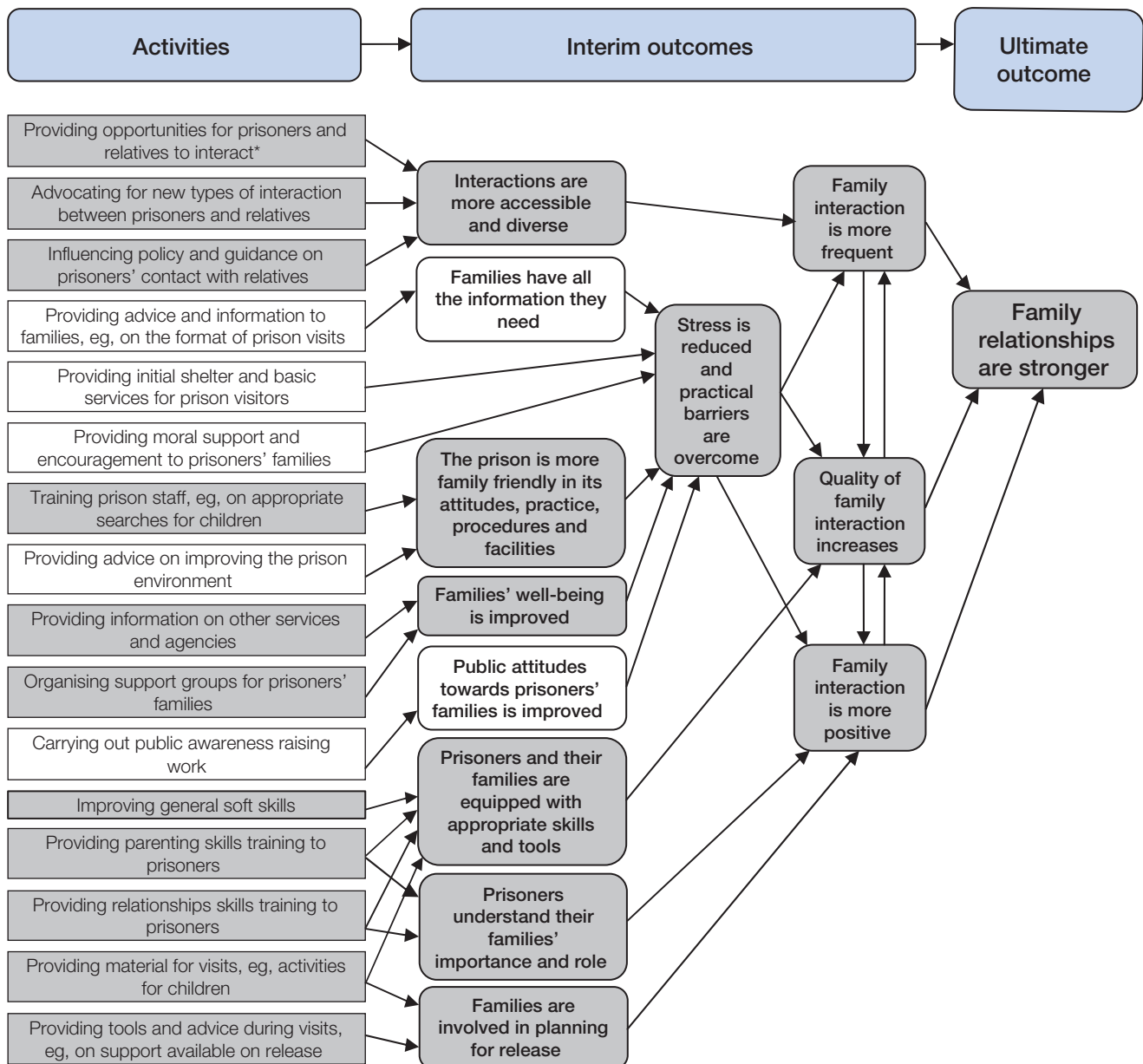
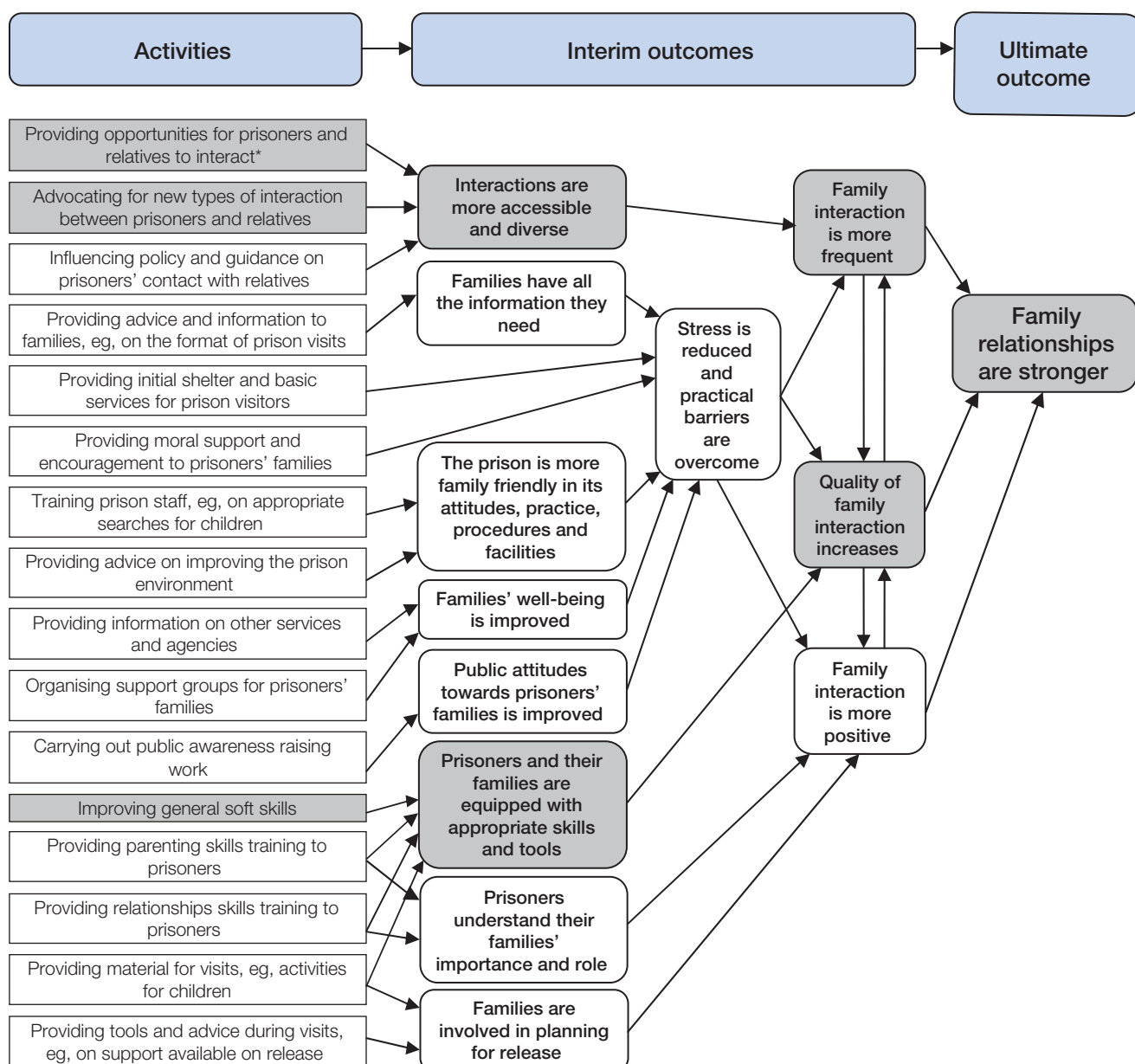
Figure 10: Partners of Prisoners and Families Support Group (POPS)

Figure 11: Safe Ground



* By 'interaction', we mean all contact between a prisoner and his family, including visiting prison, attending family days, having phone calls, giving or receiving letters, and giving or receiving recorded CDs and DVDs.

Figure 12: Storybook Dads



Appendix D:

Visitor experience questionnaire

This questionnaire is about your experience of visiting this prison. Its aim is to make visits more enjoyable and easier for you and for other people visiting this prison.

There are no right or wrong answers and you do not have to answer any questions you don't want to. We want you to be completely honest and your answers are confidential and **anonymous**. They will not be shown to anyone and no one will be able trace your answers back to you.

If you want to change an answer you should just cross out the first answer and put a tick in a different box. Remember these questions are about your experience of visits at **this prison**.

Section A is about background information

Section B is about your experience of visiting this prison

Section C is about how we could improve the visit

Section A: Background information

(Please circle the correct answer for each statement)

1. This is the first time I've visited this prison	Yes	No				
2. How often do you visit this prison?	Once a week	Once a fortnight	Once a month	Other		
3. How long did it take you to get here?	Less than 30 minutes	Between 30 minutes and an hour	More than an hour			
4. How did you get here?	Car	Public transport				
5. The person you are visiting is your:	Husband/wife	Partner or boy/girlfriend	Parent or grandparent	Son/daughter	Sibling	Friend/other
6. The person I am visiting:	Is on remand	Has been convicted				
7. If sentenced, what is their current sentence?	6 months or less	6+ to 12 months	1+ to 3 years	3+ to 10 years	10+ years	Life

Section B: Your experience of visiting this prison

For each statement, please say how much you agree or disagree with these comments about the Visitors' Centre and the prison visit: (Please tick **ONE** box for each statement)

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1. I have all the information I need to make my visits as easy as possible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I was able to book my visits without any delays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I feel nervous before the visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The Visitors' Centre helps makes the visit as stress-free as possible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Apart from the visit, the Visitors' Centre helps me with other issues or problems that I have	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The Visitors' Centre does not have all the facilities I need during my visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Visiting the prison is stressful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I am treated with respect and dignity by the prison staff at the gate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Being searched is upsetting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The prison environment is intimidating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. There are appropriate services available in the visits hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I don't feel safe during my visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I am given the correct information by prison staff to make my visits less stressful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I am treated with respect and dignity by the prison staff in the visits hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I am relaxed during my visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The stress of the experience makes it harder to talk to the person I'm visiting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
17. I enjoy talking to the person I'm visiting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The person I am visiting is always happy to see me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I am able to talk with the person I'm visiting about useful things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The visits are too short	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. I feel I can talk about anything with the person I'm visiting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. I am always happy I come to visit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C: How to improve the visit

1. Have you ever visited another prison? And if so, which one(s)?

.....

.....

2. How does this prison compare to other prisons you have visited? What is better or worse about it?

.....

.....

3. What would make you visit more often?

.....

.....

4. How could your visit be improved?

.....

.....

Thank you very much for answering these questions. Don't forget, everything you write is confidential and will help other prisoners to improve their family relationships.

Children's section (optional)

This section is for visitors who bring children along for the visit. Its aim is to look at how children feel about the visits—but should be answered by the accompanying adult. The questionnaire is divided into the same three sections

Section A is about background information

Section B is about your experience during the visit

Section C is about how we could improve the visit

Section A: Background information

(Please tick **ONE** box for each statement, except for Q3 where you should write the number of children in each age group.)

1. Is this the first time you have brought children to visit the prison?	Yes <input type="checkbox"/>	No <input type="checkbox"/>			
2. How many children normally come with you on each visit?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	More than 4 <input type="checkbox"/>
3. How old are these children? (total number of children in each age category)	Under 1 year	Between 1 and 3	Between 4 and 6	Between 7 and 11	Older than 11
4. What is the child(ren)'s relationship to the person you are visiting	Son/daughter <input type="checkbox"/>	Brother/sister <input type="checkbox"/>	Nephew/niece <input type="checkbox"/>	Other <input type="checkbox"/>	
5. Is there usually a play worker in the prison you are visiting?	Yes <input type="checkbox"/>	No <input type="checkbox"/>			

Section B: Children's experience of visiting this prison

For each statement, please say how much you agree or disagree.

(Please tick **ONE** box for each statement.)

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1. The atmosphere in the Visitors' Centre is warm and welcoming.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My child(ren) are scared by the drugs dogs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. My child(ren) find searches upsetting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The play facilities in the visits hall are good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
5. My child(ren) are comfortable playing with the other visiting children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The play worker makes my child(ren) feel included	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. My child(ren) are frightened of the other prisoners/visitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. There is suitable seating for my child(ren)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. My child(ren) enjoy the visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I believe that keeping contact through visiting prison helps my child(ren) maintain a strong relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C: Comparisons and improvements

1. Have your child(ren) visited another prison? And if so, which ones?

.....

.....

2. How does this prison compare to other prisons your child(ren) have visited? What is better or worse about it?

.....

.....

3. What would make your child(ren) want to visit more often?

.....

.....

4. How could your child(ren)'s visits be improved?

.....

.....

Thank you very much for answering these questions. Don't forget, everything you write is confidential and will help other prisoners to improve their family relationships.

Appendix E:

Family relationships questionnaire

This questionnaire is about how you feel about your supporter in the Family Man programme and your children (if you have any). When you answer these questions we want you to think about how your life is now.

There are no right or wrong answers and you do not have to answer any questions you don't want to. We want you to be completely honest and your answers are confidential and anonymous, they will not be shown to anyone. If you want to change an answer you should just cross out the first answer and put a tick in a different box.

Section A is about your relationship with your supporter

Section B is about your relationship with your child/children (if appropriate)

Section A: About your relationship with your supporter

For each statement, please say how much you agree or disagree.

(Please tick **ONE** box for each statement.)

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1. I can count on her to listen to me when I need to talk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. She annoys me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. She gives me good advice in a crisis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. She loses her temper with me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. She shows me love and affection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. She shouts at me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I can confide in her and talk to her about myself or my problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I lose my temper with her	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
9. I really want her advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I can share my most private worries and fears with her.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I find myself saying nasty or sarcastic things to her	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I can turn to her for suggestions about how to deal with a personal problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I feel disappointed by her	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I have fun with her	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I wish she would leave me alone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. She understands my problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. She makes me feel wanted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. I shout at her	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I appreciate what she does for me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. I feel frustrated with her	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. She tries to get along with me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. I feel very close to her	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. She appreciates what I do for her	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. She is a real burden	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. She can control herself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Living with her would be too much for me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. When my relationship with her is going well I am more able to cope with prison life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

This section is about your child/children and how you feel about being a parent. For each statement, please say how much you agree or disagree.

(Please tick **ONE** box for each statement)

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
23. I can still be a good father from prison	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. I don't need to learn how to become a better parent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. I talk to my supporter about my child/children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. I talk to my supporter about my child/children's successes as well as their problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. I find it difficult to talk to my child/children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. I play an important role in my child/children's life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. The efforts I make for my child/children aren't worth it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. My child/children make me happy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. I don't know how to play with my child/children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. I want to be involved with my child/children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. I find it difficult to talk to my child/children during visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. I play with my child/children if they bring toys over	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. My child/children is relaxed with me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. I am an important role model for my child/children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How often does your supporter visit you?

.....

How often does your child/children visit you (if appropriate)?

.....

Thank you very much for answering these questions. Don't forget, everything you write is confidential and will help other prisoners to improve their family relationships.

Other NPC publications

Published research

Research reports are focused on specific areas of charitable activity in the UK unless otherwise stated.

Community

- **Trial and error:** *Children and young people in trouble with the law* (2010)
- **Breaking the cycle:** *Charities working with people in prison and on release* (2009)
- **Short changed:** *Financial exclusion* (2008)
- **Lost property:** *Tackling homelessness in the UK* (2008)
- **Hard knock life:** *Violence against women* (2008)
- **When I'm 65:** *Ageing in 21st century Britain* (2008)
- **Not seen and not heard:** *Child abuse* (2007)
- **A long way to go:** *Young refugees and asylum seekers in the UK* (2007)
- **Home truths:** *Adult refugees and asylum seekers* (2006)
- **Inside and out:** *People in prison and life after release* (2005)
- **Grey matters:** *Growing older in deprived areas* (2004)
- **Side by side:** *Young people in divided communities* (2004)
- **Local action changing lives:** *Community organisations tackling poverty and social exclusion* (2004)
- **Charity begins at home:** *Domestic violence* (2003)

Education

- **Count me in:** *Improving numeracy in England* (2010)
- **Getting back on track:** *Helping young people not in education, employment or training in England* (2009)
- **Inspiring Scotland:** *14:19 Fund* (2008)
- **After the bell:** *Out of school hours activities for children and young people* (2007)
- **Lean on me:** *Mentoring for young people at risk* (2007)
- **Misspent youth:** *The costs of truancy and exclusion* (2007)
- **Read on:** *Literacy skills of young people* (2007)
- **On your marks:** *Young people in education* (2006)
- **What next?:** *Careers education and guidance for young people* (2005)
- **School's out?:** *Truancy and exclusion* (2005)
- **Making sense of SEN:** *Special educational needs* (2004)

Health and disability

- **Rights of passage:** *supporting disabled young people through the transition to adulthood* (2009)
- **Heads up:** *Mental health of children and young people* (2008)
- **A life less ordinary:** *People with autism* (2007)

- **What price an ordinary life?** *Financial costs and benefits of supporting disabled children and their families* (2007)
- **Don't mind me:** *Adults with mental health problems* (2006)
- **Valuing short lives:** *Children with terminal conditions* (2005)
- **Ordinary lives:** *Disabled children and their families* (2005)
- **Out of the shadows:** *HIV/AIDS in Burundi, Democratic Republic of Congo and Rwanda* (2005)
- **The hidden assassin:** *Cancer in the UK* (2004)
- **Caring about dying:** *Palliative care and support for the terminally ill* (2004)
- **Rhetoric to action:** *HIV/AIDS in South Africa* (2003)

Environment

- **Green philanthropy:** *Funding charity solutions to environment problems* (2007)

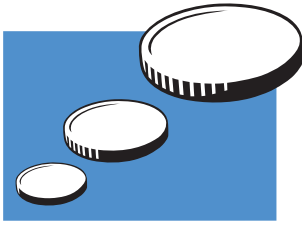
International

- **Giving in India:** *A guide for funders and charities* (2009)
- **Starting strong:** *Early childhood development in India* (2009)
- **Philanthropists without borders:** *Supporting charities in developing countries* (2008)
- **Going global:** *A review of international development funding by UK trusts and foundations* (2007)

Improving the charity sector

- **How funders provide monitoring and evaluation support:** *A National Performance Programme report for funders, charities and support providers* (2011)
- **Ten ways to boost giving** (2011)
- **Foundations for knowledge:** *Sharing knowledge to increase impact* (2011)
- **Impact networks:** *Charities working together to improve outcomes* (2011)
- **NPC perspectives:** *Proving your worth to Whitehall* (2010)
- **Trusteeship 2010:** *An update for charity trustees* (2010)
- **New facilities, new funding:** *A proposed financing model from Scope* (2010)
- **NPC perspectives:** *Scaling up for the Big Society* (2010)
- **Social return on investment (SROI) position paper** (2010)
- **Well informed:** *Charities and commissioners on results reporting, A National Performance Programme report for charities, funders and support providers* (2010)
- **The business of philanthropy:** *Building the philanthropy advice market* (2010)
- **The little blue book:** *NPC's guide to analysing charities, for charities and funders* (2010)
- **Targeting support:** *Needs of groups helped by the Bankers Benevolent Fund* (2009)
- **Achieving more together:** *Foundations and new philanthropists* (2009)

- *What place for mergers between charities?* (2009)
 - **Board matters:** *A review of charity trusteeship in the UK* (2009)
 - **Granting success:** *Lessons for funders and charities* (2009)
 - **More advice needed:** *The role of wealth advisors in offering philanthropy services to high-net-worth clients* (2008)
 - **Advice needed:** *The opportunities and challenges in philanthropy for ultra high net worth individuals and family offices* (2007)
 - **Trading for the future:** *A five-year review of the work of the Execution Charitable Trust and New Philanthropy Capital* (2007)
 - **Striking a chord:** *Using music to change lives* (2006)
 - **Just the ticket:** *Understanding charity fundraising events* (2003)
- Tools**
- **Everyday cares:** *Daily centres in Italy and the UK* (2009)
 - **Feelings count:** *Measuring children's subjective well-being for charities and funders* (2009)
 - **How are you getting on?** *Charities and funders on communicating results* (2009)
 - **On the bright side:** *Developing a questionnaire for charities to measure children's well-being* (2008)
 - **Critical masses:** *Social campaigning* (2008)
 - **Turning the tables:** *Putting English charities in control of reporting* (2008)
 - **Turning the tables:** *Putting Scottish charities in control of reporting* (2008)
 - **Valuing potential:** *An SROI analysis on Columba 1400* (2008)
 - **Funding success:** *NPC's approach to analysing charities* (2005)
 - **Full cost recovery:** *A guide and toolkit on cost allocation* (2004, published by NPC and acevo)
 - **Surer Funding:** *Improving government funding of the voluntary sector* (2004, published by acevo)
 - **Funding our future II:** *A manual to understand and allocate costs* (2002, published by acevo)



New Philanthropy Capital

New Philanthropy Capital (NPC) is a charity think tank and consultancy dedicated to helping funders and charities to achieve a greater impact.

We provide independent research, tools and advice for funders and charities, and shape the debate about what makes charities effective.

We have an ambitious vision: to create a world in which charities and their funders are as effective as possible in improving people's lives and creating lasting change for the better.

- For charities, this means focusing on activities that achieve a real difference, using evidence of results to improve performance, making good use of resources, and being ambitious to solve problems. This requires high-quality leadership and staff, and good financial management.
- For funders, this means understanding what makes charities effective and supporting their endeavours to become effective. It includes using evidence of charities' results to make funding decisions and to measure their own impact.

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