

Shannon Trust

West Midlands Reading Network Pilot 2008 - 2010

Final Report

Susie O'Hagan
Project Manager



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Introduction

Shannon Trust is grateful to the Paul Hamlyn Foundation for their support in funding the West Midlands Reading Network for Young Offender Institutions (YOIs).

The last three years have served to demonstrate that the concept of delivering a Reading Network in Young Offender Institutions is both a viable and necessary service to help Young Offenders with poor reading skills. This has been evidenced by the year on year growth of the Reading Plan, the impact it has had on young lives and the support received from agencies promoting basic skills in YOIs.

Our Programme Manager, Susie O'Hagan, is to be congratulated on her achievements over the last three years. The purpose of the Reading Network is now understood by key stakeholders working within the custodial estate and is much appreciated by Prison Staff engaged in the delivery of rehabilitative programmes for YOIs. The enclosed report highlights the achievements and challenges of delivering a Reading Network within the YOI estate.

Success of the Reading Network has resulted in early termination of the West Midlands' pilot to allow an expanded National Reading Network to be established. Work on the National Network commenced in September 2010. We are grateful to the Paul Hamlyn Foundation for their help in facilitating this early transition.

We look forward to using the knowledge and skills acquired during this time to engage many more Learners and Mentors as we roll out the National Reading Network over the next three years.

I would like to thank everyone who has given their time and support to help develop the Reading Network, without them we would not have achieved so much in such a short period time.

David Ahern
CEO
Shannon Trust

Aims of the Pilot

Since around 2001 Shannon Trust had been working with prisons to enable prisoners who can read to work with those who struggle to read using the Toe By Toe Reading Manual. The Trust had found that establishing Toe By Toe in a YOI came with its own particular problems. These included:

- The high level of Churn in the YOI system
- The short sentences often given to Young People and Young Adults.
- Increased difficulty with finding Learners willing to join the scheme.

In 2007 funding was secured from The Paul Hamlyn Foundation to pilot the setting up of a Reading Network of Young Offender Institutes in order to tackle these issues. When the project was first proposed, HMYOI Feltham was named as the Hub for the Network but this was changed to HMYOI Brinsford in the West Midlands as Feltham was not in a position to support the Network at that stage. The Midlands was chosen for the pilot as HMYOI Brinsford has been involved in Toe By Toe delivery for some time and were very supportive of the scheme and there was also Senior Management support from the Governing Governor. The West Midlands is also a relatively small region which also supported the networking of the YOIs.

The aims of the pilot were identified as:

To deliver a reading network scheme that most effectively engages with YOs with poor reading skills and that offers them the best opportunity to improve their reading throughout their time in custody and immediately upon release into their communities.

The scheme aims to engage with six hundred or more YOs in the West Midlands region over a three year period.

Objectives:

- To create a best practice delivery model of Toe by Toe in YOIs.
- To create a network and communication method between YOIs in the West Midlands in order to share best practice and streamline the continuation of the scheme for any prisoner who moves institutions during the programme.
- To establish YOI Brinsford as the hub for the network.
- To promote Toe by Toe with each prison and support the work of the Facilitator and Volunteer.
- To establish, collect and collate data on Learners and Mentors.
- To identify the numbers of YOs with reading problems in each YOI and maximise the numbers accessing Toe by Toe.
- To explore ways of tracking Learners after release into the community and find ways of supporting them to complete the manual in the community.
- To develop and maintain a Steering Group of partners to meet 1/4ly.

In January 2008 Susie O'Hagan was appointed as Project Manager for the Reading Network with responsibility for the setting up, and running, of the pilot.

Achievement against these objectives was the basis for the external evaluation carried out by Sheffield Hallam University and findings are outlined in *An Evaluation of Shannon Trust West Midlands Reading Network* which has already been passed onto the Paul Hamlyn Foundation. Further copies can be obtained, on request, from Shannon Trust.

Acknowledgements

Over the three years of the pilot many individuals and organisations have been involved. These include:

Steering Group

Wolverhampton KYPE - Peter Madden
LSC/YPLA - Kate Finnegan
YJB - Dunstan Patterson
Shannon Trust Trustee - Julia Rowlandson
Paul Hamlyn Foundation - Richard King
HMYOI Brinsford - Joan Morgan
The Manchester College - Ruth Knapton

Programme Delivery and Development Group and Toe By Toe Delivery

HMYOI Brinsford - Jo Stoneley, Officer Lorraine Marsh, HoLS Jan Foden, Librarian Alan Smith.
HMYOI Thorn Cross - Ana Selby, Officer Bev Leigh, LSA Pam Wilson, Shannon Trust Local Rep Peter Davies.
HMP/YOI Swinfen Hall - Officer Katie Wright (2008), Admin Assistant Sarah Smith (2009), Teacher Stephanie Taylor (2010) and Head of Skills Katie Clarke-Smith, Shannon Trust Local Rep Jackie Brocklebank.
HMYOI Stoke Heath - Janice Platt (2008 - 2009), Acting SENCO Hazel Clayton, LSP Stacey Bourne, Shannon Trust Rep Howard Thomas.
HMYOI Werrington - LSPs Linda Parker and Jackie Emery (2008-2009), Lead LSP Kathryn Arrowsmith, Hols Leslie Shackleton, Shannon Trust Rep Cathie Stubbs.
JHP Training - Mamps Gill, Lucy Gant
The Manchester College - Sally Garrett
Staffordshire Library Service - Jean Waite

Shannon Trust Staff and Volunteers

CEO - David Ahern
Project Manager - Susie O'Hagan
Administrator and Projects Manager - Sue Kent
Reading Network Administrator - Carol Fraser
Volunteer and Development Manager - Julie Carthy

And of course, all the Learners and Mentors who have been involved in the scheme but cannot be named. Particular thanks must also go to Calum King.

Income and Expenditure
Forecast Spend 2010

	Jan 2010	Feb 2010	Mar 2010	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Total 2010
Books													
Toe by Toe	100	100	100	100	100	100	100	100	100	100	100	100	1200
Short Manuals	30	40	30	40	30	40	30	40	30	40	30	40	420
Dictionaries	10	0	10	0	10	0	10	0	10	0	10	0	60
Sub Total	140	140	140	140	140	140	140	140	140	140	140	140	1680
Operating Costs													
Motor & Travel	200	250	250	250	200	250	250	200					1850
Subsistence	3	0	3	0	70	0	3	0					79
office contribution	600	600	600	600	600	600	600	600					4800
Meeting costs	0	150	0	0	0	150	0	15					315
Office Stationary	0	30	0	30	0	30	0	30					120
Telephone	37	37	37	37	37	37	37	37					296
Postage	10	10	10	10	10	10	10	10					80
Contingency	100	100	100	100	100	100	100	100					800
Patron Visits			200										200
Printing/photocopying	10	10	200	10	10	10	200	50					500
Sub Total	960	1187	1400	1037	1027	1187	1200	1042					9040
Awareness Materials													
Posters Large	3	3	3	3	5	3	3	2	2	3	3	2	35
Posters Small	2	2	2	2	2	2	2	2	2	2	2	2	24
Lanyards	2	2	2	2	2	2	2	2	2	2	2	2	24
Bookmarks	2	2	2	2	2	2	2	2	2	2	2	2	24
Mentor Packs	10	10	10	10	10	10	10	10	10	10	10	10	120
Certificates	5	5	5	5	5	5	5	5	5	5	5	5	60
Teeshirts	90	90	90	90	90	90	90	90	90	90	90	90	1080
Wrist bands	6	6	6	6	5	5	5	5	6	9	5	6	70
Pencils	3	4	3	3	3	3	3	3	4	4	4	3	40
External Evaluation			3000				3000					3000	9000
Contribution to Conference								1000					1000
Sub Total	123	124	3123	123	124	122	3122	1121	123	127	123	3122	11477

Staff Costs

Reading Network	2,433	2,433	2,433	2,433	2,433	2,433	2,433	2,433					19,464
Employers Contributions	249	249	249	249	249	249	249	249					1,992
Sub Total	2,682	2,682	2,682	2,682	2,682	2,682	2,682	2,682					21,456

TOTAL

3,905	4,133	7,345	3,982	3,973	4,131	7,144	4,985	263	267	263	3,262	43,653
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National Reading Network

SO'H Assistant			1650	1650	1650	1650	1650	1650					9,900
Promotion Conference North							1850						1,850
Promotion Conference South								1850					1,850
CEO Contribution			350	350	350	350	350	350					1,750

Sub Total

			1650	2000	2000	2000	3850	3850					15,350
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Grand Total

3,905	4,133	8,995	5,982	5,973	6,131	10,994	8,835	263	267	263	3,262	59,003
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Actual Spend 2010

	Jan 2010	Feb 2010	Mar 2010	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Total 2010
Books													
Toe by Toe	0	11	110	0	0	550	110	462	110	264	330	330	2277
Short Manuals	0	0	18	0	0	19	0	0	0	19	0	15	71
Dictionaries	0	0	0	0	0	20	0	0	0	0	0	0	20
Sub Total	0	11	128	0	0	589	110	462	110	283	330	345	2368

Operating Costs

Motor & Travel	259	454	480	414	380	415	384	118	0	0	0	0	2904
Subsistence	9	0	6	0	0	3	2	0	0	0	0	0	20
office contribution	600	600	600	600	600	600	600	600	0	0	0	0	4800
Meeting costs	4	52	19	0	272	9	23	76	0	0	0	0	455
Office Stationary	15	0	40	550	0	42	0	0	0	0	0	0	647
Telephone	39	42	37	43	44	44	46	41	0	0	0	0	336
Postage	14	0	0	5	4	0	12	0	0	0	0	0	35
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0
Patron Visits	0	0	0	0	0	0	0	0	0	0	0	0	0
Printing/photocopying	0	0	350	0	0	0	315	0	0	0	0	0	665
Sub Total	940	1148	1532	1612	1300	1113	1382	835	0	0	0	0	9862

Awareness Materials

Posters Large	0	0	2	0	0	1	0	0	4	9	5	1	22
Posters Small	0	0	0	0	2	0.4	0	0	2	0	2	0	7
Lanyards	0	0	0	0	0	0	0	0	5	0	0	0	5
Bookmarks	0	0	0	0	0	0	6	0	3	0	5	0	14
Mentor Packs	0	0	22	0	34	194	0	0	22	27	40	33	373
Certificates	0	0	0	0	0	3	0	4	0	11	14	6	38
Teeshirts	0	18	15	0	0	195	36	36	30	48	156	0	534
Wrist bands	0	0	0	0	0	12	2	4	0	2	2	6	29
Pencils	0	0	5	0	0	4	0	0	2	0	3	3	17
External Evaluation	0	0	0	0	0	0	0	0	0	0	400	10000	10400
Contribution to Conference	0	0	0	0	0	0	0	1000	0	0	0	0	1000
Sub Total	0	18	44	0	36	409	44	1044	68	97	628	10049	12438

Staff Costs

Reading Network	2,385	2,385	2,385	2,457	2,457	2,457	2,457	2,457	0	0	0	0	19,440
Employers Contributions	244	244	244	254	254	254	254	254	0	0	0	0	2,002
Sub Total	2,629	2,629	2,629	2,711	2,711	2,711	2,711	2,711	0	0	0	0	21,442

TOTAL

3,569	3,806	4,333	4,323	4,047	4,822	4,247	5,052	178	380	958	10,394	46,109
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National Reading Network

SO'H Assistant	0	0	1067	1067	1067	1067	1067	1067	0	0	0	0	6,402
Promotion Conference North	0	0	0	0	0	0	0	1250	0	0	0	0	1,250
Promotion Conference South	0	0	0	0	0	0	0	1250	0	0	0	0	1,250
CEO Contribution	0	0	350	350	350	350	350	350	0	0	0	0	2,100
Recruitment	0	0	0	0	0	0	2275	0	0	0	0	0	2,275
Sub Total			1417	1417	1417	1417	3692	3917	0	0	0	0	13,277

Grand Total

3,569	3,806	5,750	5,740	5,464	6,239	7,939	8,969	178	380	958	10,394	59,386
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Recruitment costs for Project Leaders, which fell in July, have been attributed to the West Midlands Reading Network costs.

Numbers and other Data

When the bid was first submitted to the Paul Hamlyn Foundation, it was thought that the pilot would be run in the South East with the Hub based at HMPYOI Feltham. This was the basis for the target of 600 Young Offenders to be engaged in Toe By Toe over the three years.

During the initial planning phase of the pilot, when the grant had been awarded but before the Project Manager was appointed, HMPYOI Feltham stated they did not have capacity to house the Hub so the whole scheme was moved to the West Midlands with HMYOI Brinsford as the Hub. The other YOIs in the pilot were HMYOI Stoke Heath (14 - 21 year olds), HMPYOI Swinfen Hall (21 - 25 year olds), HMYOI Werrington (14-18 year olds) and HMPYOI Thorn Cross (18 - 21 year olds).

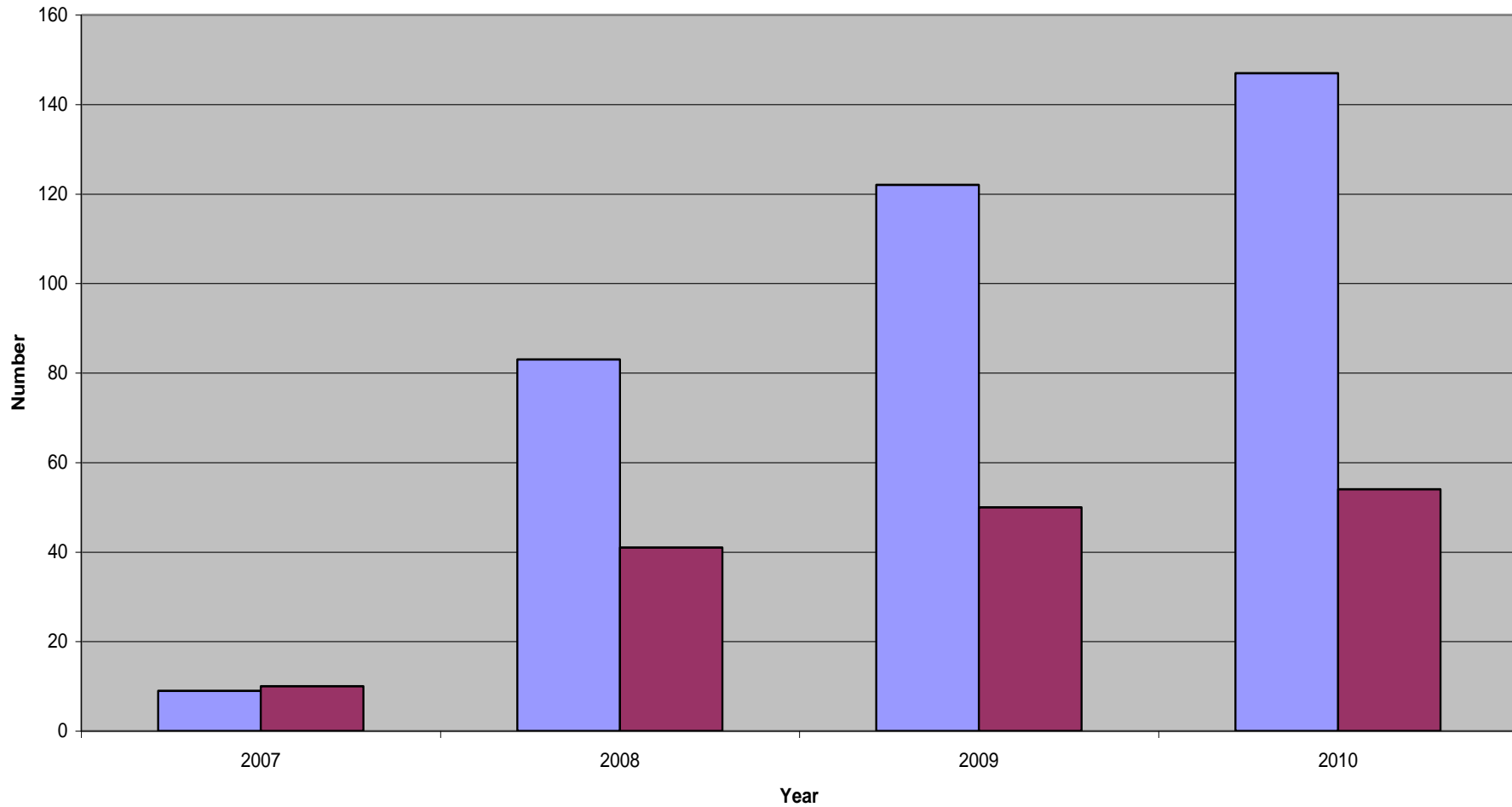
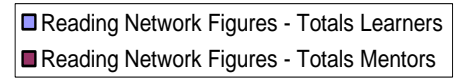
Feltham has an operational capacity of 762 Young Offenders; Brinsford has an operational capacity of 569 Young Offenders.

- In 2007, before the start of the pilot one of the 5 YOIs (Swinfen Hall) returned data to Shannon Trust and in the year showed 10 Mentors and 9 Learners had engaged in Toe By Toe.
- In 2008 the Network had some data returned from each of the 5 YOI, although this included nil returns from Werrington. The year showed 41 new Mentors and 83 new Learners engaged in Toe By Toe.
- By 2009 all YOIs were actively involved and returning data. 50 new Mentors and 122 new Learners were engaged.
- In 2010 all the YOIs were actively involved and engaged: 54 new Mentors, 147 new Learners were engaged in Toe By Toe.

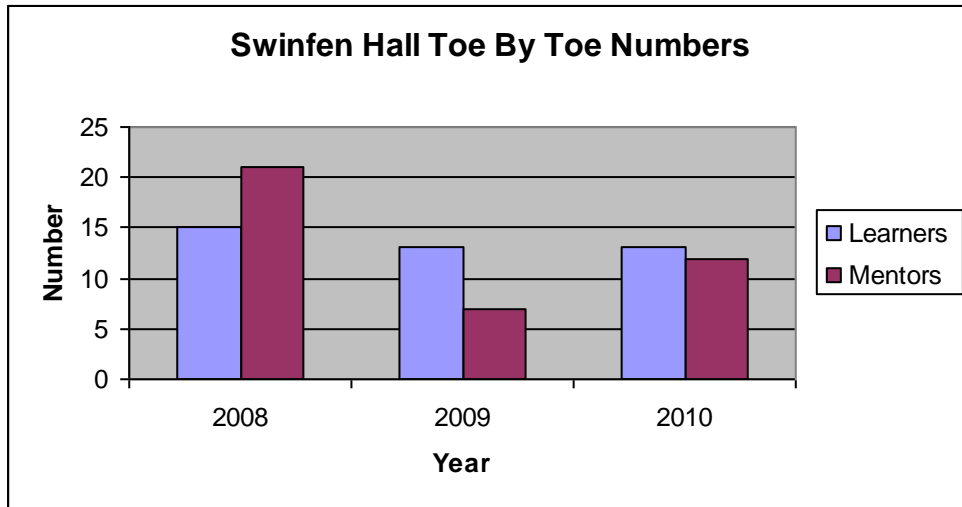
Therefore against the original target of 600 Young Offenders over the 3 years, the West Midlands Pilot engaged 497 new Learners and Mentors in the scheme.

As part of the roll-out of the pilot to a National Reading Network, HMYOI Glen Parva was brought into the Network towards the end of 2010 and so an additional 18 Learners and 15 Mentors could be added to this total.

Reading Network Figures

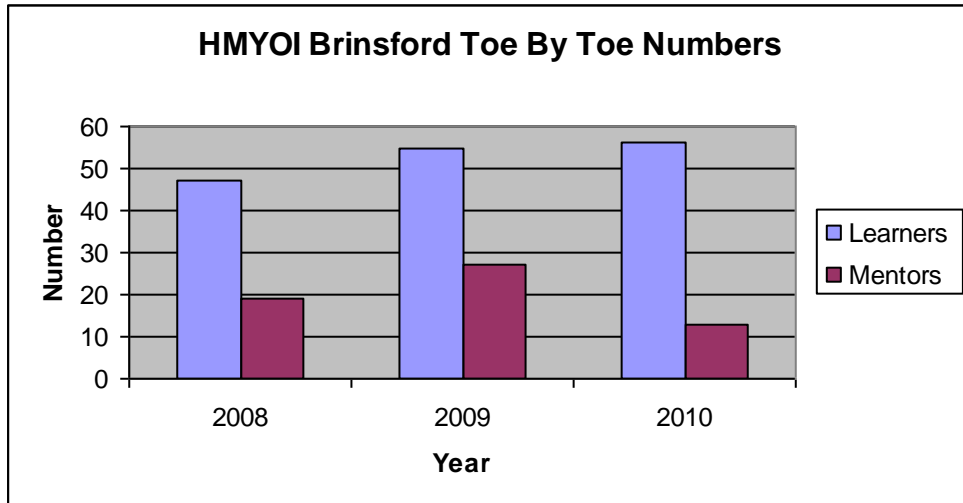


Toe By Toe Figures By Prison



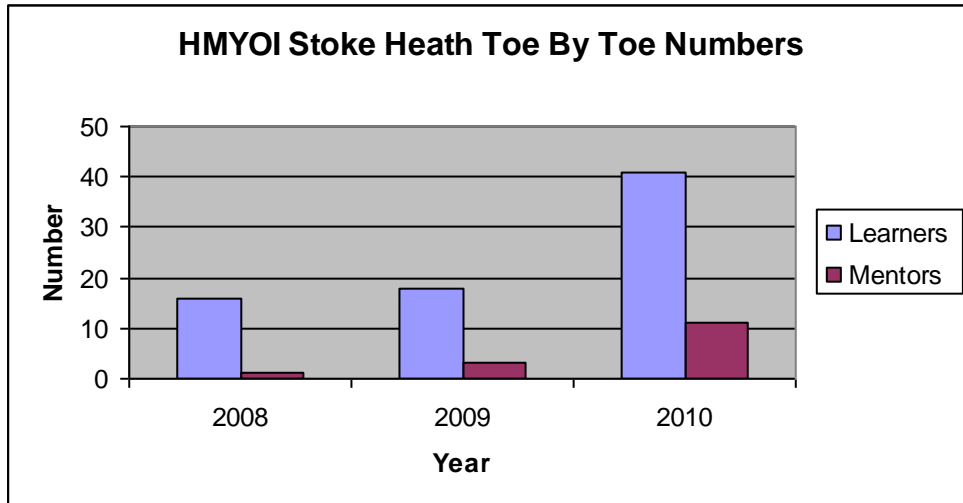
HMYOI Swinfen Hall Toe By Toe Numbers		
	Learners	Mentors
2008	15	21
2009	13	7
2010	13	12
TOTAL	41	40

At the end of Year 1 Swinfen Hall lost the Officer who was responsible (full time) for the development and delivery of the Learning Mentors Scheme of which Toe By Toe was part. This had a big impact on delivery and development (see Annual Report 2009). In 2010 Toe By Toe became part of the new system for Learning Mentor delivery in the Prison and much time has been spent between the Facilitator and key holding Local Representative to identify and establish a way of working to maximise the scale and impact of Toe By Toe at Swinfen Hall.



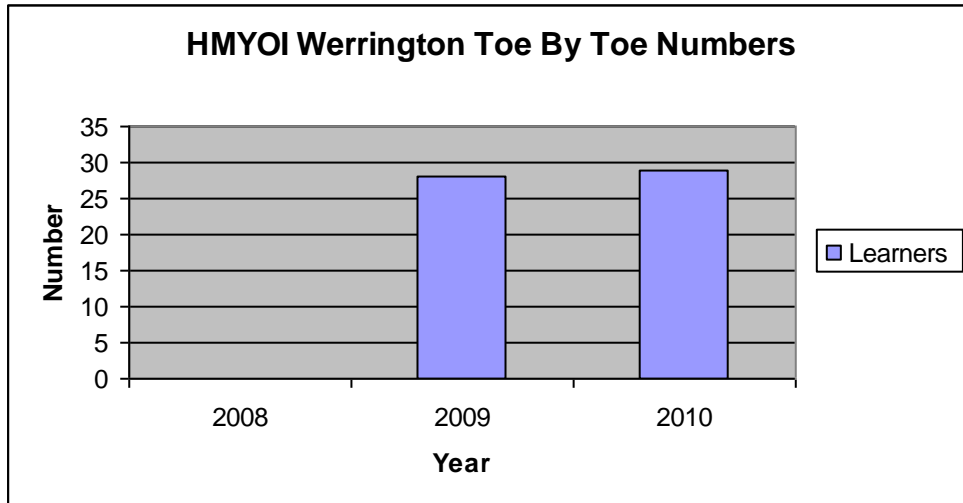
	Learners	Mentors
2008	47	19
2009	55	27
2010	56	13
TOTAL	158	59

Brinsford has experienced a huge amount of change, particularly over the last two years. In October they moved to a new Education provider - from Derby College to The Manchester College; in April 2010 they lost all their Young People and all the related YJB finding which impacted on the staffing in Education and for Toe By Toe and in January 2010 a change to the evening regime times prevented wing delivery of Toe By Toe. All this has meant that it has been a struggle to keep Toe By Toe going and it has only been the dedication and determination of the Facilitator, the Project Manager being a key holder and having access to the SMT, the support of the SMT and the high profile of the scheme that has kept it going - all the things that have been identified as part of the best practice model for Toe By Toe delivery.



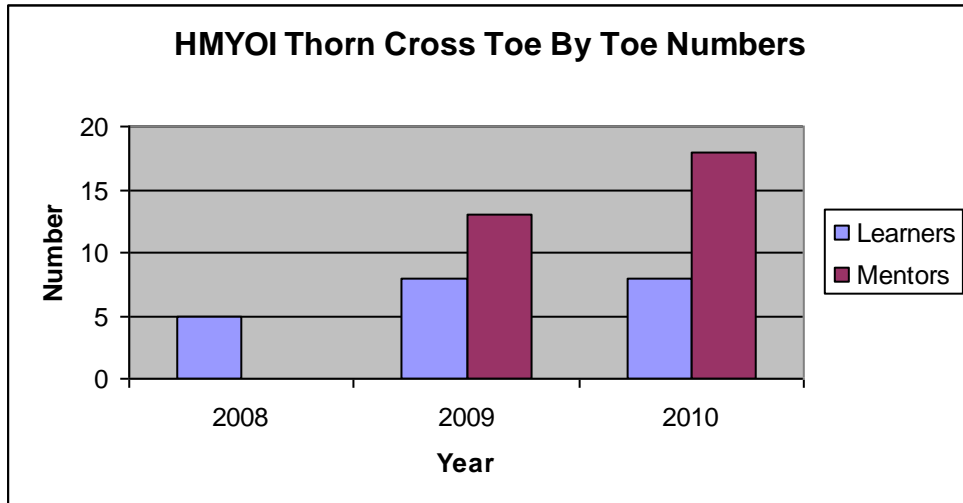
	Learners	Mentors
2008	16	1
2009	18	3
2010	41	11
TOTAL	75	15

For the first two years of the scheme Stoke Heath was only really using Toe By Toe as a tool within the Education Department which kept numbers low and progress slow. Since the new Facilitator was appointed at the start of 2010, growth of the scheme and involvement in the Network work has grown exponentially. There are now good links and relationships with other Facilitators in the Network and a team approach within the prison which is much more effective. This team have now also developed the mentoring part of Toe By Toe which has also raised the profile.



HMYOI Werrington Toe By Toe Numbers	
Learners	
2008	0
2009	28
2010	29
TOTAL	57

As Werrington only holds Young People (Under 18 year olds) it runs all the Toe by Toe provision as part of the Education provision. It proved almost impossible to find suitable lads who could be Mentors at this age and time within the day to release them to mentor as they all have to be in their own classes.



	Learners	Mentors
2008	5	0
2009	8	13
2010	8	18
TOTAL	21	31

Thorn Cross is an Open Establishment and as such holds lads in the last two years of their sentence. As a result, prospective Learners should have had their Basic Skills needs met at their previous prisons so there is not the same level of demand for Toe By Toe as in the closed prisons. Toe By Toe Mentors join the wider Peer Mentoring Scheme run at Thorn Cross and they also pick up Mentors transferred from the other YOIs very effectively.

Movement of YOIs between Prisons:

The most comprehensive data we have has been collected from Brinsford. This is probably due to the Project Manager being a key holder there and being able to work closely with the Facilitator on what data is needed and ensuring it is collected. Improving the data collection was a priority for her in a way it perhaps is not for other Facilitators from whom getting the data can be a bit of a struggle. Brinsford has also managed to keep the same Facilitator in place for the whole of the period of the pilot - something none of the other YOIs have been able to do.

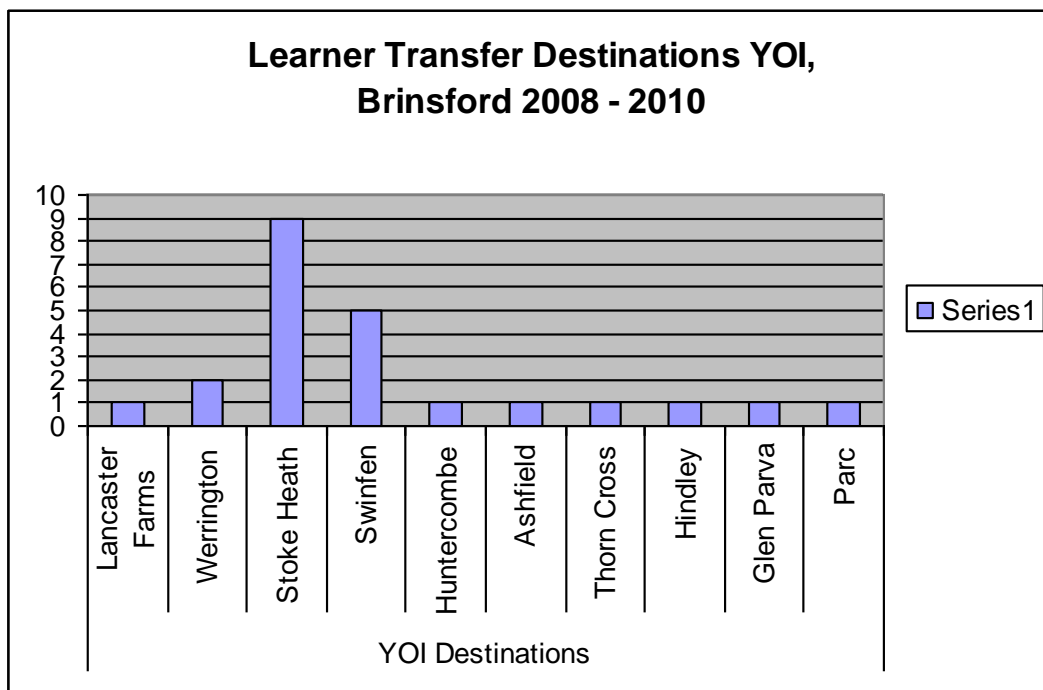
Learners

Brinsford had 147 Learners engaged in Toe By Toe over the 3 years of the pilot. Of these:

- 77 were released
- 28 dropped off the scheme: 11 couldn't access it (e.g. No Mentor, not coming to Education, on another course); 5 removed for bad behaviour; 5 didn't want to do it any more and 7 no reason given.
- 39 were transferred: 23 to another YOI; 2 to Psychiatric Hospital, 9 to Adult Prisons and 5 Unknown.

The 'Unknown' destinations came about with the change from the LIDS computer system to Cnomis which has made it much more difficult to track the movement of prisoners. This is being addressed with the enhanced permission needed being requested from the relevant departments.

The 23 YOIs destinations break down as follows:



Of the 23 transfers to other YOIs, the majority went to Stoke Heath and Swinfen Hall. 17 in total went to YOIs in the Network. Only 5 of these were picked up and re-engaged in Toe By Toe at the receiving Prison.

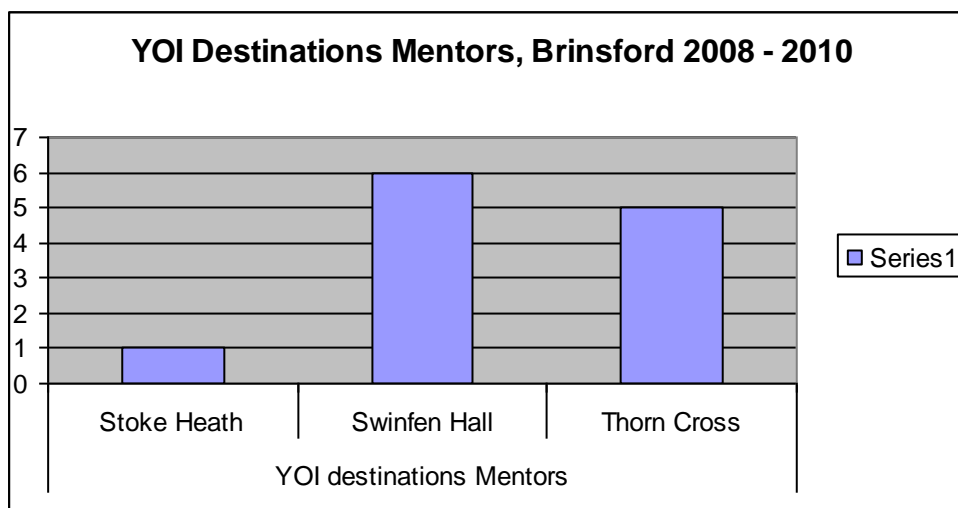
Most of this movement was in the first 2 years when provision at the YOIs was still in its infancy. It is interesting to note that there has been very little transferring of YOIs to other YOIs from Brinsford in 2010 - in fact this amounts to only 2 Learners who both went to Stoke Heath. One was picked up within a few weeks and restarted Toe By Toe but sadly the other committed suicide soon after the move.

The data collection system that has been put in place does allow Shannon Trust to monitor movement and now provision is embedded in all the YOIs, pick-ups should improve.

Mentors

Of the 59 Mentors Brinsford have engaged over the last 3 years:

- 13 stopped: 9 for bad behaviour, 1 didn't like it, 2 as they went on courses and 1 was sectioned.
- 23 were released (including one who was deported).
- 20 were transferred. 14 to other YOIs (including one to Glen Parva) and 6 to Adult Prisons.



As with the Learners, most of the transfers out of Brinsford occurred in the first two years of the pilot - 6 were in 2008.

Of the 13 who went to YOIs in the Network, only 3 were picked up and continued to mentor at the new establishment. This is probably due in part to the newness of the

scheme and systems that were being put in place. As Shannon Trust is now able to monitor this, it will become a regular feature at Network Meetings for discussion.

Progress for the Individual at Brinsford.

Learners

The Reading Network has begun to start tracking the qualifications taken by Learners since joining Toe By Toe. This came out of Network (PDD Group) meeting in September 2010 as Facilitators were reporting that lads were starting to take their Literacy exams as a result of being on Toe By Toe and improving their reading.

It is important to remember that completing the manual is not a target for success with Toe by Toe. Shannon Trust aims to improve reading and help poor readers become confident readers and this happens for different people at different points in the manual.

Along with the use of the Salford Sentence Reading Test to measure progress, this has provided us with the following data:

- Between June and November 12 Learners took (and passed) Literacy Level assessments.
- During his year doing Toe By Toe one Learner went from an Entry 1 Literacy Level to a Level 1. His reading age went from 6.5 at the start in July 2009 to 15.4 January 2010. He is now mentoring other Learners and is featured on the Brinsford DVD.
- One Learner, who had severe learning difficulties, started on 15/12/10 with a reading age of 5.3 and by the time he was released on 22/12/10 he had reached 8.9 and done his Entry 1, 2 and 3 Literacy Levels.
- One Learner started on 6/2/09 at 6.4 and by June 2009 was at 9.4 and had taken his E2.
- One Learner started in May at 8.2 and by September of the same year had reached 12.5 and done his E1, E2 and E3.
- One Learner started in June at 8.8 and by September had done his E2 and E3 and reached a reading age of 11.6.
- One Learner started Toe By Toe with a reading age of 8.3 in the June and by September had reached 10.4 and done his E1, E2 and E3.
- One Learner started in June at 8.8 and reached 11.8 by October having done his E2 and E3.
- One Learner at 8.2 and a month later when he was transferred he had reached 9.3.
- One Learner started at 7.2 and 2 months later was 9.3.

Therefore, taking out the outlier who had severe learning difficulties, involvement with Toe by Toe can improve a reading age by almost 1 year for each month they are involved.

This tells us that it can take a year for a Learner to complete the whole of the Toe By Toe manual but it is not necessary for a Learner to complete it to become a confident, or competent, reader.

Shannon Trust Reading Measure

It was reported back via the Mentors, Learners and the Network meetings that measuring the progress of Learners worked well not only as a tool for measuring the impact of Toe By Toe (as shown above) but also as a motivating force for those involved. However, there were problems with using the Salford Sentence Reading Test. These included:

- Some Education Departments did not like the test and would have preferred to use a different one.
- The SSRT gives a reading age; which is not always a suitable score to use with adults.
- The test only goes up to 15 which does not take them to the end of Toe By Toe so Learners would reach a point where they could no longer be tested.
- The results sheet uses words like 'child' and 'school' which is not appropriate.
- The SSRT is a very expensive resource that, with the roll-out to all YOIs, would have become prohibitively expensive.

Therefore it was decided that a Shannon Trust Reading Measure would be developed that would be linked specifically to progress with Toe By Toe. This has been created by the Project Manager, tested with Learners at Brinsford, amended and rolled out within the Midlands following a discussion with the Network Group. The plan is that, at the end of January, the new Reading Measure will be printed up and disseminated to the whole National Network. Mentor training will be adapted to include a session on how and when to do the Measure.

Snapshot Evaluation Results

As part of the pilot, the Reading Network introduced a Snapshot Evaluation on the effectiveness of Toe By Toe for Learners and Mentors. The plan for this was to:

- Give a voice to those actually using the scheme.
- Establish some of the 'soft' outcomes from being involved.
- Identify how quickly Learners/Mentors are identified.
- Map who in the Prison passes on Toe By Toe information.

The methodology for the this evaluation was discussed and agreed at Network (PDD Group) meetings and piloted, discussed and changed a number of times until the final version was reached. A Snapshot approach was decided upon so that the activity would happen at set times in the year (1/4ly) and all the YOIs would do it at the same time. This would prevent lads repeating the process twice in one period if they moved YOIs.

At the start of the roll-out of the evaluation, it was difficult to get forms completed and returned to Shannon Trust but after continued discussion about the process and by establishing the percentage of forms we should get back against the actual number returned, numbers started to improve.

Learner Feedback from four Snapshots done in 2010

50% of Learners engaged in the scheme returned Snapshot Evaluation forms.

Age of Learners:

14-17 year olds: 25% 18 - 21 year olds: 71% 22 - 25 year olds: 4%

Ethnic Origin:

White British: 63% Black British: 10% Asian: 9% Mixed: 16%
Kurdish: 1% Slovakian: 1%

Stage of sentence started on Toe By Toe:

1-3 months: 79% 4-6 months: 9% 7-12 months: 6% More than a year: 6%

English as a first language?: Yes 85% No 15%

How they found out about Toe By Toe:

Teacher/Education: 92% Officer: 7% Another prisoner: 1%

How soon after arrival they found out about Toe By Toe:

On Arrival: 45% Within 3 months: 43% Within 6 months: 6%
Within 12 months 6% More than a year: 0

Why did you decide to start learning with Toe by Toe? (some gave more than one reason):

To improve my reading: 84%

To improve my English: 49%

Being able to read will help me get a job/go to college on release: 35%

Impact:

Toe By Toe is improving my reading skills:	99%
I can now read things for myself:	94%
TxT has improved my communication with others:	94%
TxT has improved my self confidence:	91%
TxT has helped me feel more positive about my future:	90%
I will go on to do more learning:	92%
I would recommend TxT to others:	99%

Other:

98% felt the structure of the manual was Good, 2% felt it was a bit thick or had only just started.

99% rated the 1:1 mentoring as Good.

58% felt support from prison staff was Good, 42% felt it could be better.

98% felt support from education staff was Good, 2% felt it could be better.

88% felt other reading materials available to them was Good, 12% felt it could be better.

In the December snapshot we added a new question asking about qualifications gained/exams passed since starting Toe By Toe. Between them, the **16 Learners** who returned Snapshot forms **had gained 30 qualifications**.

Mentor Feedback 2010

40% of Mentors engaged in the scheme returned Snapshot forms in 2010

Age of Learners:

14-17 year olds: 3% 18 - 21 year olds: 62% 22 - 25 year olds: 35%

Ethnic Origin:

White British: 84% Black British: 8% Asian: 3% Mixed: 5%

Stage of sentence started mentoring Toe By Toe:

1-3 months: 16% 4-6 months: 19% 7-12 months: 19% More than a year: 46%

How they found out about Toe By Toe:

Teacher/Education: 52% Officer: 15% Another Mentor: 12%
Poster: 9% Other prisoner: 6% On Wing: 3% Induction: 3%

How long have they been a Mentor:

Less than 3 months: 21% 3-6 months: 55% 6-12 months: 16%
More than a year: 8%

How many Learners have you helped?

1-5: 94% 5-10: 3% 10-15: 3%

Why did you decide to mentor with Toe by Toe? (some gave more than one reason):

Help others learn to read: 84%
To give something back: 65%
To do something constructive: 38%

Impact:

Being a Mentor has:
Improved my communication skills: 100%
Improved my self confidence: 95%
Given me new skills: 100%
Allowed me to understand others better: 100%
Been a good use of my time in Prison: 100%
Helped me feel more positive about my future: 100%

I will go on to do more learning: 98%
I would recommend TxT mentoring to others: 100%

Other:

86% felt the structure of the manual was Good, 14% felt it could be better but didn't say how.

100% rated the mentor training they received as Good.

70% felt support from prison staff was Good, 30% felt it could be better.

98% felt support from education staff was Good, 97% felt it could be better.

88% felt other reading materials available to them was Good, 3% felt it could be better.

The best things about being a Mentor: (more than one answer each)

Watching a Learner improve:	78%
More self confidence:	51%
Helping others:	78%
Learning new skills:	46%
Giving something back:	60%

The most frustrating things about being a Mentor (more than one answer each)

When Mentors are not let out of their cell:	40%
People don't listen/don't want to learn:	35%
When Learners don't turn up for appointments:	24%
No support:	11%
Nothing:	7%

The Future

Sharing Findings:

There are a number of ways that the findings from the Reading Network are being shared both with stakeholders and the wider world:

- An updated page will be put onto the Shannon Trust website detailing the main findings and plans for the future along with both this report and the evaluation carried out by Sheffield Hallam University.
- A briefing has been given to all Area Managers from The Manchester College.
- A presentation of the findings was given at the launches for the National Reading network.
- A copy of the External Evaluation report was disseminated to all YOIs and Steering Group members.
- The External Evaluation findings were discussed and ways forward identified at a Network Meeting.
- Shannon Trust Trustees were updated and findings influenced the development/strategy of the charity.
- Internally Shannon Trust Local representatives and Toe By Toe Facilitators have received regular update via the Shannon Trust Newsletter.
- A piece will go in the spring 2011 Newsletter covering the finding and the planned way forward.
- A Mentor from the Network spoke at the House Of Commons Friends of Shannon Trust Launch about his experiences as a Mentor.
- This report will be placed on the Shannon Trust website.
- An overview of the finding will be included in the 2010 Annual Report, which will also be on the website later this year.

The National Reading Network:

As a result of the success of the pilot, Shannon Trust has secured funding for a further three years from Lloyds/TSB Foundation for England and Wales in order to expand the Network to all YOIs in England and Wales.

This prompted the slight re-organisation of the PHF budget for the last year of the pilot and enabled Shannon Trust to employ a Reading Network Administrator to

work out of the Project Leader's office. Having this post enabled the Project Leader to be much more efficient and use her time more effectively as she was able to concentrate more on the strategic and practical development of the Network while the Administrator took on tasks relating to chasing up data returns, organising and preparing papers for meetings, minute taking and dissemination and collating of the snapshot evaluation returns as well as general office duties. For a full job description see Appendix 1.

In September 2010 two new members of staff were employed as Project Leaders, one in the North and one in the South. Although the Project Manager did have a great deal of work to do in preparing for and managing these new staff, it also gave her the opportunity to really consider what had worked well in the pilot and begin to identify how to roll out the lessons learnt and to share the findings at the launch events.

Impact on Shannon Trust;

Over the last four years Shannon Trust as an organisation has changed a great deal and become a much more professional and structured organisation. This process has been influenced a great deal by the work being done with the pilot of the reading Network:

- Having a member of staff as a key holder at a prison with access to the computer systems.

The impact of having someone 'on the inside' within the prison should not be under-estimated. There are many things that have been identified as possible resources, ways forward etc from the knowledge gained by the Project Manager which have informed the development of the charity and enhanced the ways of working. This has included some very simple things such as having access to the prison staff directory so contact details can be found and checked - something which was very difficult and time consuming to establish previously - as well as identifying what records are kept by Education Departments on literacy levels and how to access them.

When the prisoner database system changed over from Lids to Cnomis Shannon Trust was able to keep abreast of the changes and how the new system might be used for Toe by Toe because the Project Manager received training at her Hub.

Prior to the pilot Shannon Trust had not had a member of staff or Local Representative who was a key holder and so able to come and go in the prison. It has been clear that having this ability at Brinsford has made progress easier for both the Project Manager and the Facilitator. It is much more difficult to get into a prison where an appointment has to be made and time put aside in the Facilitator's day to collect and escort Shannon Trust. As a key holder no formal meeting has to be organised which means Shannon Trust can visit more often and in a less obtrusive way as well as giving them wider access to the prison and the ability to meet more staff and offer more practical help to the Facilitator. There

are now a number of Shannon Trust Local Representatives who have become key holders at their prisons as a result of the experience gained in the pilot.

- Developing relationships with Education providers, IAG, SMTs, IMB, YJB, YOS, NOMS.

Having the focus firmly on one area of the country as well as a specific group of prisons meant that Shannon Trust was able, through the Project Manager, to focus on what partnerships could be developed and what organisations may be able to support delivery of Toe By Toe. The work begun during the pilot will continue within the Reading Network and nationally and locally with staff and volunteers.

- Highlighted the benefits of having paid staff with responsibility and accountability - particularly in the Area Co-ordinator role.

As the Project Manager also had the role of Area Co-ordinator for the team of Local Representatives in the West Midlands, Shannon Trust had the opportunity to really compare the different experience for Reps with an employed Area Co-ordinator to those managed by another volunteer. This complemented the working being done by the Volunteer Development Manager who was working to improve the provision offered by Area Co-ordinators and enabled her and the Project Manager to swap notes on their own experience of being an Area Co-ordinator and identify what it was realistic to expect from a volunteer in the role. It also enabled best practice and change to be brought to meetings in a gentle and inclusive way.

- Data gathered from snapshot evaluation had supported the wider work of Shannon Trust.

Until the Reading Network piloted the Snapshot Evaluation Shannon Trust did not have hard data on the impact of Toe By Toe on Learners and Mentors. The charity knew that the scheme was successful as there was lots of anecdotal evidence - feedback from Facilitators and letters from Learners and Mentors - but nothing that could be collated into statistical data.

Being able to state that 92% of Learners want to go on to do more education or training; or that 94% feel their communication skills have improved is not only very useful feedback for the prisons involved but also for future fundraising bids, partnership development and awareness raising.

- Identified new ways of working and possible future partnerships.

The work into developing ways of working with YOS on supporting the transition from custody into the community has been a complicated and tricky process but none-the-less has enabled Shannon Trust to establish a clear plan for the role of the Charity in this area. Shannon Trust now has a strategy for the amount of involvement it can have with supporting Toe By Toe on release and while the activity to develop partnerships and inform YOS and Probation will continue with

the National Network, there are now a clear guidelines for what we can and cannot provide.

Recent progress that has been made with the Manchester College paves the way for clearer lines of communication and more structured (and secure) support from Education Departments and this can only help Toe By Toe and the Network in the future.

- Maintained momentum for forward drive with clear progress, targets and successes.

As previously mentioned, Shannon Trust has under gone many organisational changes over the last three years. Having this run alongside the pilot of the Reading Network has enabled the organisation to test out new processes and methodologies in a structured way and also enabled close monitoring and useful feedback to be collected. For example, the Reading Network Group was able to work with the Training and Development Manager to trial the new Mentor Training and provide useful feedback before the training was standardised and rolled out across the prison estate.

By having clear objectives and targets within the pilot, Shannon Trust has been able to focus on what could be achieved and what is within the power of the charity and what we needed to rely on from the prisons.

Conclusions and Recommendations:

- **Churn** - Improve and monitor numbers of Learners and Mentors being picked up at receiving prisons now that they system of referral and data collection is in place and working.
- **Steering group** - It became increasingly difficult for members to attend meetings and to identify new topics that were exclusive to the YOIs. Therefore it is recommended that Shannon Trust creates a new group to meet twice a year to discuss topics relating to Toe By Toe delivery across the prison estate rather than one specific to the Reading Network.
- **Network (PDD Group) Meetings** - All those involved felt that these 1/4ly meetings were the core of the Network and very important. Feedback was that they should remain quarterly even if Facilitators found it difficult to attend them all. The North and South areas will start their own Network meetings in March 2011 and the Midlands Network now includes HMYOIs Glen Parva and Littlehey (as of December 2010).
- **E-Updates** - these were felt to be very useful as a subtle but effective way of keeping Toe By Toe and the Network visible with Managers and SMTs and should continue with the National Network but kept area specific.
- **Custody into community** - More work needs to be done in this area to continue to look into what support may be available to enable Learners and Mentors to continue on release.
- **Reading Measure** - will be implemented across the National Network from early 2011. All new Learners should be measured at the start of Toe by Toe and then re-measured every 4 to 6 weeks and results added to the data sheet.
- **Snapshot Evaluation** - will be implemented quarterly across the National Network from March 2011. Feedback acted on at Network meetings and with individual prisons. E.g. 2010 data shows that Learners at Stoke Heath felt they could have better reading material (other than TxT) available to them.
- **Best Practice Model** - is being rolled out across the National Network.
- **Data collection methodology** - will be rolled out across the National Network from early 2011. Continue to collect qualifications gained information.

The West Midlands Reading Network proved to be very successful against the objectives set out in the original project plan. There were a number of areas that proved more difficult than others but this was often due to operational issues such as lack of time available to prison and YOS staff and high turnover of Facilitators at the prisons other than Brinsford. Where new processes were often identified and produced quite quickly, implementation is often a much longer process than was first envisaged by the Project Manager.

There seems to be only one constant in the Prison Service and that is that nothing stays the same - often for more than a few weeks. This presents a constant challenge to Shannon Trust and Toe By Toe delivery as well as to the prisons and the Facilitators trying to keep the scheme going but at the end of the pilot it is clear that whilst the changes will not stop coming, Toe By Toe delivery in the YOIs in the West Midlands is now a much more robust creature and better able to move and adapt with the tide than it was previously.

APPENDIX 1

Job Description Reading Network Administrator

Role: To provide administration support to the Project Manager and Project Leaders. Based in the Project Manager's home office, the post holder will be part of a wider team delivering the Reading Network and Toe By Toe around England.

Your duties include but are not limited to:

- Providing general administrative support to the Reading Network team, including word processing, responding to telephone enquiries, filing, and facility bookings;
- Recording and processing prison reports and statistics.
- Supporting Project Manager with general correspondence and other duties to ensure the effective running of the Reading Network.
- Organising and preparing paperwork for PDD Group, Steering Group and West Midlands Reps meetings.
- Acting as Area Secretary for West Midlands Region.
- Minute taking and disseminating.
- Collecting and collating data and evaluation information.