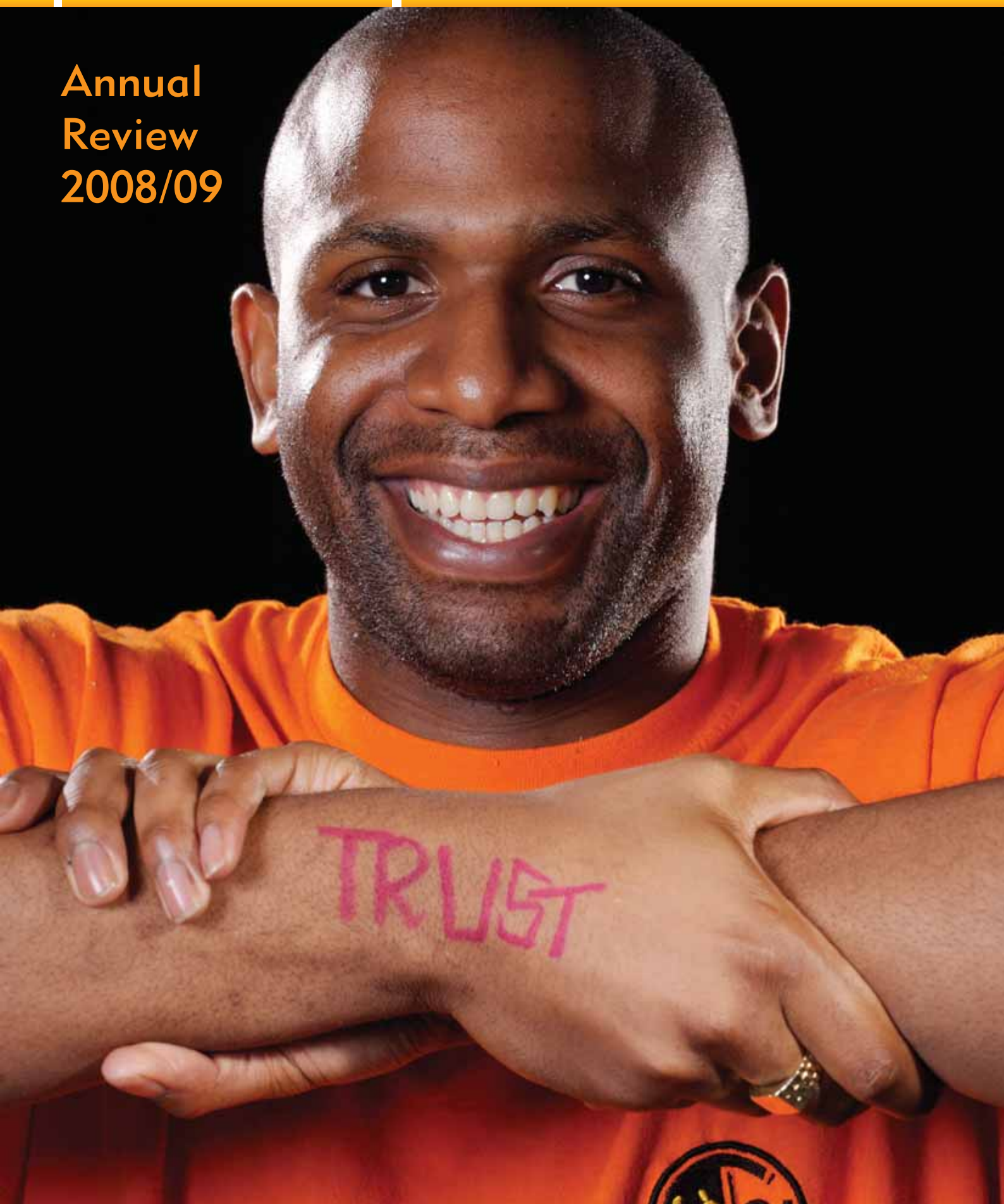
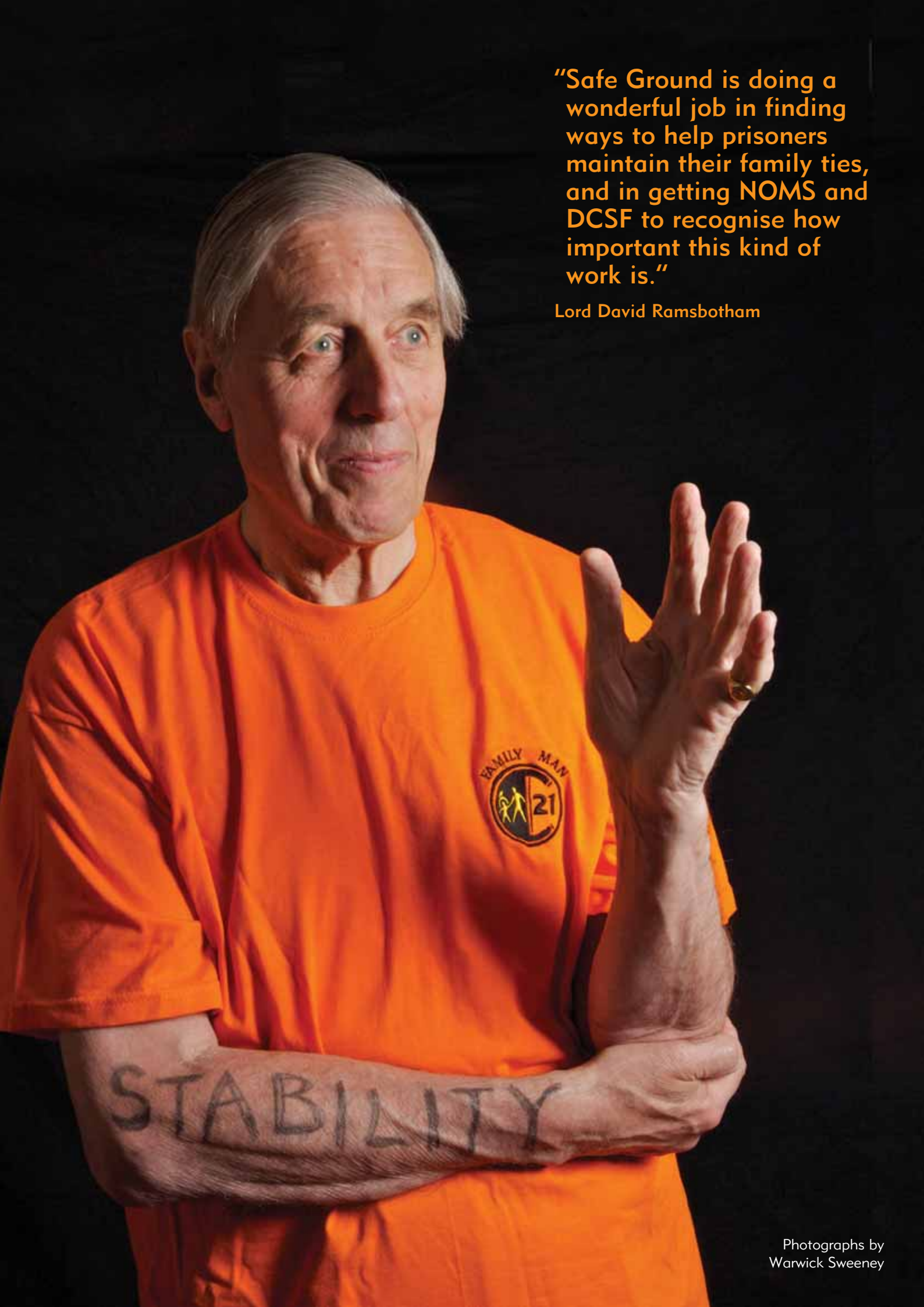


SAFE GROUND

Annual
Review
2008/09



Safe Ground helps people in prison to make a positive contribution to society



“Safe Ground is doing a wonderful job in finding ways to help prisoners maintain their family ties, and in getting NOMS and DCSF to recognise how important this kind of work is.”

Lord David Ramsbotham

Our goals:

To realise projects that help people to fulfil their potential and make a positive contribution to society.

To provide offenders with the skills to make a positive and constructive contribution to the upbringing and education of their children.

What we do:

- We motivate prisoners to review the way they communicate and work with other people.
- We use group learning and a multi-modal teaching approach to support the learning needs of prisoners who have failed at school and work.
- We specialise in using drama and literature to produce projects and accredited education programmes by and for prisoners and their relatives.
- We collaborate with prison staff and resettlement agencies to evolve the quality of all interventions aimed at prisoners – not just education.
- We are at the forefront of promoting the benefits of family ties education for male prisoners.
- We raise awareness on the efficacy of drama as a means to educate and reform offenders.

“I particularly enjoyed all of the role-playing and the presentation – I’ve never done anything like that before.”

Prisoner

“Safe Ground is doing wonderful work: they have developed excellent ways to include families in offenders’ education.”

Deborah Cowley, Director, Action for Prisoners’ Families

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Safe Ground would like to thank the following funders for their generous support in 2008/09:

Department for Children, Schools and Families
The Esmée Fairbairn Foundation
The Goldsmiths' Company
The Henry Smith Charity
The Ian Mactaggart Trust
The JLD Trust
The Linbury Trust
The Mercers' Charitable Foundation
The Tudor Trust
The Wates Foundation
The Worshipful Company of Weavers

Chairman's Report



It has been another challenging year for Safe Ground as we have sought to maintain and develop further our services for prisoners and their families in a criminal justice environment where constant organisational changes, a rising prison population and the funding impacts of the Credit Crunch and the recession are a major threat to small independent organisations like ourselves delivering an effective service.

But against this background we can record a number of significant achievements, the major one being a two-year grant for our work secured from the Department for Children, Schools and Families. We continue to enjoy enormous support for our work from individual prison governors and other prison staff, and there is also increasing evidence of what we do being valued from the top of the National Offender Management Service. Evaluations of Safe Ground's activities from the Universities of Liverpool and East Anglia have demonstrated the impact we are having on the individual offenders attending our programmes. Looking to the future we are also beginning work on an exciting project to develop new methods by which prisoners can communicate constructively with their children. This will involve collaboration between offenders and young people within our local community in South West London, as well as other voluntary organisations. We expect the outcomes will benefit offenders and their families throughout England and Wales.

Internally there has been work revising Family Man and a shift to a more task-directed staffing structure with Directors of Programmes, Projects and Business Development working to the Chief Executive. The Trustees have been very pleased to appoint existing members of staff, Kerry Davies, Laura Martin and Eli Robertson to these posts and are highly confident about the Charity's ability to adapt along with our ever-evolving role within the prison sector.

The Safe Ground staff team continues to show passion and commitment. We are pleased to welcome a new General Manager, Sally Harris. Unfortunately we also say goodbye to Ali Jones, who leaves us after 10 years of tireless work and help to countless offenders and their families. We wish her well for the future. We are also sad to record the recent retirement of our longest-serving trustee, Maxi Alexander, to whom we are hugely indebted for many years of wise counsel. Sadly too, the past year has also seen the death of one of Safe Ground's patrons, Sir John Mortimer, QC, writer, and a supporter of our work over many years.

The Trustees would like to thank all our funders both for their continuing generosity and for their belief in the value of Safe Ground's work.

John Hutchings

"We continue to enjoy enormous support for our work from individual prison governors and from other prison staff, and there is also increasing evidence of what we do being valued from the top of the National Offender Management Service."

Chief Executive's Report

Our report this year follows the recent death of our dear patron John Mortimer. From the beginnings of Safe Ground he supported my ambition to use theatre to enable prisoners to reform and make new lives for themselves. Sixteen years after our first (of many) lunches together, I am proud to write that we have exceeded both of our expectations.

This year our pioneering work in prisons was acknowledged by government in their decision to award us continued funding for our work with **Family Man** and **Fathers Inside**, two courses that have helped to change the way family and parenting education is delivered in male prisons.



As part of our Family Action Plan project, funded by the Henry Smith Charity and the Esmée Fairbairn Foundation, we commissioned pact, Adfam, One Plus One and Relate to help us revise **Family Man**. A prisoner can now involve one of his adult family members in the course, allowing him to immediately apply what he has learnt and enabling his family to participate in the process. The revised **Family Man** has now been trialled in six establishments and has proved a success with prisons and education contractors as well as prisoners and their families. This includes our work at HMP Belmarsh, which we have established as a site of best practice, demonstrating how successfully the course can be run both in a Category A establishment and under the dedicated leadership of two prison officers.

Revising **Family Man** has enabled us to develop a model for involving prisoners' families in the prevention of re-offending agenda that can be adopted by other interventions working in prisons. In 2009/10 we look forward to working with our network of prisons to encourage their education contractors to make use of these practices.

Our innovative work involving prisoners' families has informed our new project which will also see us return to our theatrical roots. Over a two year period we will collaborate with young people in London to develop a new arts intervention for prisoners and their families, thereby further spreading the benefits of our techniques beyond the prison gates into the community. Our ultimate aim with this project is to revise **Fathers Inside** to enable prisoners and their children to find new ways of communicating with each other and to support the education of both. We are setting out to find safe ways to ensure prisons are not closed institutions and that drama can be used as a positive tool for change.

Our DCSF funding has enabled us to firmly establish **Family Man** and **Fathers Inside** within the male prison estate. Over the last three years our strategic grant has allowed us to collect data relating to the outcomes of our programmes that NOMS seek. The data reveals that on average the number of courses delivered has dwindled from four a year to two. This is in large part due to a shift in emphasis towards using offender learning to prepare prisoners for employment. As a result much of the funding used to deliver social and life skills education has been re-directed into initiatives that produce employment outcomes. We will have to wait and see how the new specifications for education contractors will be interpreted in the coming year.

“Our courses are important because they provide the basic social skills that are the first step to progressing towards employment. In addition they have also been shown to bring about attitudinal and behavioural change amongst participants.”

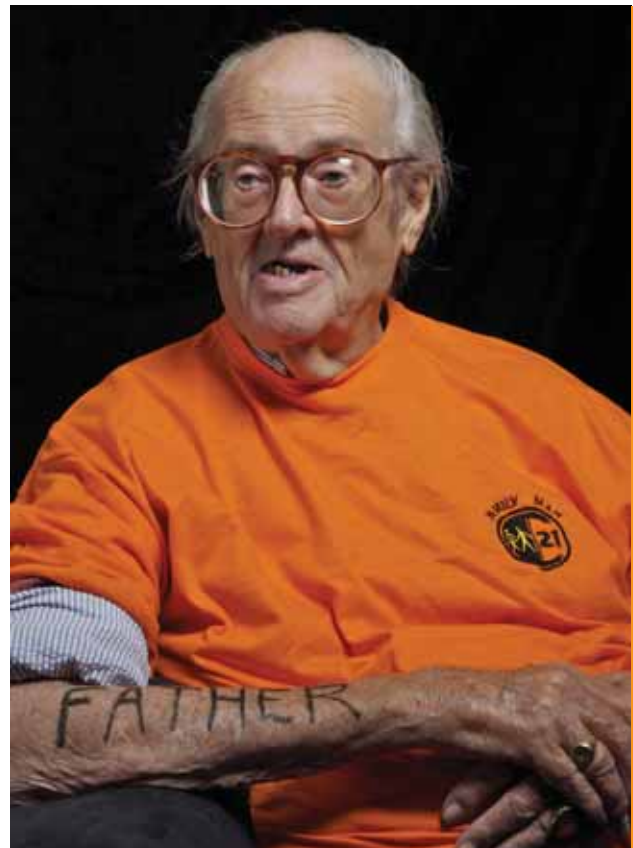
On a more positive note the government is at last acknowledging that family and accommodation are key factors in motivating an offender to get work. Our courses are important because they provide the basic social skills that are the first step to progressing towards employment. In addition they have also been shown to bring about attitudinal and behavioural change amongst participants. Our **Family Man Theory Manual**, written earlier this year by the clinical forensic psychologist Professor James McGuire, has given greater credibility to our methods.

However, as many working in this sector are aware, the government has threatened to derail much of the outstanding work achieved by arts organisations in prisons. A Prison Service Instruction, brought out in January (in response to 'The Sun's' criticism of prisoners' activities paid for by the tax payer), urged governors to ensure all activities for prisoners meet 'the public acceptability test'. This has demonstrated that despite government funding arts based rehabilitative programmes can still find themselves in an extremely precarious position. Now more than ever, we must continue to gather hard evidence that the arts are an effective way of engaging and motivating prisoners to address the root causes of their offending behaviour and we must challenge NOMS and the Prison Service to ensure that this essential work continues.

Antonia Rubinstein

"Safe Ground's work is of huge value in the vital task of making prison a place where offenders can reform, make new lives and not merely be locked away to learn to be more successful criminals."

John Mortimer



Significant Events of 2008/9

'08

April

Prison population reaches 82,319

May

First Family Action Plan (FAP) training delivered in collaboration with pact to staff at HMP Belmarsh
First independent trial of revised Family Man (FAP) at HMP Belmarsh

June

First 'Supporters Only' workshop in HMP Belmarsh

July

Safe Ground presented with an award for contributions at HMP Wandsworth
One Plus One and Safe Ground lead evaluation day with staff from HMP Belmarsh, pact and Relate to evaluate the first trial
Action for Prisoners' Families 'state of the nation' meeting

August

Safe Ground present proposal for future of Family Man (FM) and Fathers Inside (FI) to NOMS Head Office

September

FAP trials start at HMP Bristol
FAP Manager starts revising the original FM course to incorporate new lessons and NOCN Personal Development criteria

October

FAP trials start at HMP Highpoint
NOMS appoints a lead for Pathway 6: Children and Families of Offenders
Publication of independent evaluation of Safe Ground Network and Family Man programme 2007-8, Professor Gwyneth Boswell
Prison population reaches 83,283

November

FAP trials start at HMPs Birmingham, Wandsworth and Leeds

'09

January

Strategy meeting in Birmingham to review first FAP trials and identify the challenges and support needed
Annual Network Symposium at Mercers' Hall for FM/FI tutors
Home Office Prison Service Instruction introduces 'public acceptability test'
Publication of 'Family Man': An outline of the theoretical basis of the programme, Professor James McGuire

February

NOMS Agency Conference 2009
Nine new Directors of Offender Management are appointed
NOMS confirms it will reduce spending by £171m during 2009/10

March

Safe Ground shortlisted for The Centre for Social Justice Awards 2009
Prison population at 83,069

Family Man and Fathers Inside Network

Funding from the DCSF has enabled us to manage a 'network' of prisons that deliver FM/FI. Through this network, we provide advice and guidance relating to course delivery to Heads of Learning and Skills, education managers and tutors. We collect information relating to FM/FI programming and delivery, which we use to support their strategic planning. We also make recommendations on how prisons can find ways to enable prisoners to apply FM/FI learning with family members.



Data Analysis

We have worked throughout the year to ensure continuation and development of our programmes. We collect and analyse data associated with delivery in order to assist policy development which supports the availability and improvement of family-related education in prisons.

It is only through the hard work and dedication of the teachers that we are able to track learners in such detail. With their help, we have made a significant contribution to positive cultural changes in HM Prison Service, achieving a greater acceptance of parenting and family ties education for male prisoners.

	2008/9	2007/8	2006/7	2005/6
Total FM/FI Prisons	20	23	22	23
New FM/FI Prisons	2	1	2	5
Prisons resuming FM/FI	2	3	3	0
Prisons stopping delivery	7	3	6	10

The past year shows the effects of the year-on-year cuts to the education budgets in prisons. Furthermore, with the government's emphasis on employment outcomes for offenders, the number of teachers working on the Children and Families Pathway is not being sustained. Where delivery has slowed, it is often found that teachers are over-stretched, have not received support in making time to prepare for courses, and are not released to attend training events. These factors can frequently be due to a misconception of the variety of foundation skills FM/FI offer. A further factor has been the lack of Key Performance Targets being given to each establishment, or strong guidance from the centre that could ensure existing NOMS work is sustained or developed.

	2008/9	2007/8	2006/7	2005/6
Courses delivered	33	51	57	73
No. students Day 1	477	755	857	940
No. students complete	364	587	668	769
Average graduate group	11	12	12	11
Average awards/man	2	2	2	2

From our offender tracking, we have been able to make the recommendations that lead to greater success reaching prison education targets. For example:

- students should be placed 'on hold', to prevent them being transferred whilst they are on a course
- guidelines concerning recruitment should be rigorously adhered to. This will ensure students have a good understanding of content and requirement prior to commencement, and that the most appropriate prisoners are given the opportunity to participate
- Safe Ground does not recommend the course to remand prisoners. This prevents student drop-out due to court appearances or release.

Where the course is delivered in line with more of our recommendations, teachers have continued to find improvements taking place in completion rates, number of awards achieved and in students' progression routes into other suitable initiatives operating within the prison system.

Supporting teachers

Safe Ground's training events are hugely popular and highly valued by teachers working in prisons. At these events, teachers learn new skills, feel inspired, mix with other facilitators, and share ideas of best practice: the feedback is always overwhelmingly positive.

Training is available on both a national and regional basis, and covers areas from help in delivering the course, aiding cross-department work, learning more about the course, and voice workshops. We always make it a priority to let teachers know the importance of their work and how highly it is valued.

With a full-time FM/FI Network Co-ordinator on board, we have high hopes for our ability to support prison service teachers to a greater extent. We will also be looking for endorsement from the new education contractors who will be managing course delivery from August 2009.

"When I first saw Family Man, I was struck by how much sense it made. To bring prisoners and families together in an environment what discovers what the expectations on release are by the parties is vital. I applaud the work of Family Man."

Family Man Tutor

"There's a real sense that Safe Ground is coming of age and has developed in confidence within prisons."

Family Man Tutor



Revising Family Man

The Family Action Plan (FAP) was brought into being to develop new practices, guidelines and activities to enable prisoners to apply their learning with their children, the carers of their children and other family members.

Safe Ground arranged a large-scale consultation programme with Adfam, One Plus One, pact and Relate, which led to a complete revision and extension of Family Man. We now provide pioneering practices that enable prisons to identify and recruit appropriate prisoners and adult family members onto family ties interventions.

These adult supporters can be directly involved in an offender's education. Benefits include:

- receiving support from a dedicated Family Support Worker
- sharing experiences with other prisoners' relatives
- being introduced to other relevant agencies
- engaging in activities and meaningful discussion with the student
- writing a joint Family Action Plan
- attending specific family visit with children to see students' presentations.

"It made me realise that my family is important and that it's not only me that's doing a sentence."

Prisoner

A summary of offender and supporter participation in the trials so far:

Prison courses delivered	FM students starting	FM students completing	Supporters at 'Supporters Only' session	Supporters at 'What Next' session	Total working with a supporter
Belmarsh: 1	16	11	11	10	38
2	15	14	10	11	
3	17	13	11	13	
Birmingham	14	9	6	7	9
Bristol: 1	18	8	10	12	23
2	17	14	14	13	
Highpoint: 1	16	16	9	10	13
2	17	14	4	7	
Leeds	18	8	6	6	8
Wandsworth	19	9	11	11	14
TOTAL	167	116	92	100	105

"Working with Safe Ground has been an honest, intelligent, practical partnership, delivering results. It has enriched our work, and together we have delivered programmes of work that are more than the sum of their parts. We are delighted to call Safe Ground our partner."

Andy Keen-Downs, pact Director

"The day when we meet with the agencies was excellent, as it gives you something specific to aim for when my Dad gets out of prison. I've been in prison myself and I know how hard it can be to get settled back in the community."

Supporter

"You learn about what they do when they are in prison, and you get an opportunity to get your views across about how it is for you on the outside. You also get to support them in what they are doing in prison. You have an opportunity to try to help them change their ways to stop offending."

Supporter



FATHER

LOVE



Independent Reviews

In January 2009, Professor James Maguire from Liverpool University's Department of Clinical Psychology reviewed the theoretical basis for the Family Man programme. This was made possible by funding from the DCSF, and provided us with the opportunity to assess the course from a psychological perspective, and categorise the theories underpinning our methodology.

Some of the main points:

- Family Man is a structured, drama-based, educational programme with the overall objective of helping prisoners to sustain their family links while in custody and ensuring that family support remains available to them on release
- Family Man achieves its effects by combining:
 - An educational element using structured learning exercises based on cognitive change processes
 - A personal development element using drama-based, interactive ingredients that promote individual insight and re-evaluation of attitudes and beliefs concerning families
 - An interactive element using interpersonal dynamics processes in a group setting
- the programme's activities and mode of delivery go on to integrate these elements in a cumulative, dynamic, multi-layered process, with the aim of promoting change in individuals' behaviour and attitudes within their own family contexts
- the programme facilitates rehabilitation and resettlement, reduces the risk of re-offending and also enables the prisoner to discharge his parental responsibilities towards his own children, so that they in turn are less likely to become delinquent.



“The prisoners on the course all showed hidden talents and the deep-down desire to improve themselves, but mostly I think the course was seen by each as a wonderful interlude that let them glimpse something unattainable – not the parenting skills particularly, but new aspects of their inner self demonstrated by teamwork and before an audience.”

Fathers Inside Tutor

In April 2009, Professors Gwyneth Boswell and Peter Wedge and Dr Fiona Poland, from the School of Allied Health Professions, University of East Anglia, published a summary of Safe Ground’s programmes from 2005-2008:

Some of the main points:

- in the context of current cross-governmental policies, it is well-documented that the children and families of prisoners often suffer particular hardships including poverty, bullying, psychological stress, educational disadvantage and social exclusion. Prisoners themselves are also likely to have experienced some of these factors. Inter-generational offending is a proven risk. Education is a known protective factor. Thus, the mediating potential of the Safe Ground programmes for prisoners and their families is clear
- during March and April 2009, nine national ‘players’ from statutory, voluntary and grant-making sectors relating to prisons, prisoner education, reducing re-offending, supporting parenting, families, and family learning commented for this summary review on Safe Ground’s programmes and its developmental work. The aim was to learn about the current perceptions of those with oversight and influence in those policy areas relating to Safe Ground’s programmes
- these respondents’ expectations of Safe Ground may be summarized as: to develop, share and spread good practice in prison-based family and parenting interventions; to work in partnership; and to meet funding and policy objectives. The extent to which these expectations have been met received scores in the top half of the 1-10 rating scale (see Table 1 below). As Table 2 below shows, the quality of Safe Ground’s evidence about its performance and progress, as compared with that of other small charities, received a broadly similar level of scoring, with one respondent giving a score of 10.

“Safe Ground are high energy, positive, can-do and resilient.”
 Andy Keen-Downs, Director, pact,
 (Prison Advice and Care Trust)

Table 1
 Extent to which national ‘players’ expectations of Safe Ground have been met
 Rating scale 1 -10, where:
 1 = Not at all
 10 = Completely
 N/A = Not answered

1	2	3	4	5	6	7	8	9	10	N/A
					1	1	4	2		1

Table 2
 National ‘players’ ratings of quality of Safe Ground’s evidence about its performance & progress, compared with that of other small charities
 Rating scale 1 -10, where:
 1 = Very poor
 10 = Extremely good

1	2	3	4	5	6	7	8	9	10
					1	3	1	3	1

It was clear that this group of national ‘players’, commenting very recently for this Review, consider that Safe Ground is an organization which meets expectations, provides good evidence of its performance and progress despite limited funds and, for the most part, meets relevant national policy aims.

“The sheer enthusiasm and the quality of the staff working on Safe Ground make it particularly impressive and enjoyable to deal with.”
 Phil Wheatley, Director General,
 NOMS (National Offender Management Service)

Safe Ground Apprenticeship



My second year as the Safe Ground apprentice has presented me with a huge variety of challenges and opportunities. As my 18 months draws to a close, I feel very lucky to have had a front seat in observing how a small and innovative charity such as Safe Ground works to benefit a prison service stretched to capacity during a difficult economic climate.

As part of our ambition to serve our beneficiaries to the best of our ability, we have continued to lobby for high quality education for male prisoners, as well as support those on the ground doing valuable but frequently overlooked work. One of the highlights of the year has been to assist with the delivery of the first trial of the revised Family Man programme at HMP Belmarsh. This has allowed me to observe the process that the men on our courses go through: how they change from often difficult and uncommunicative individuals into a group of men willing to discuss their thoughts and feelings to a visits hall full of officers, fellow prisoners, and family members or friends.

I have also had the opportunity to assist the Chief Executive and trustees in articulating a business plan for the company that will see us successfully through the current uncertain times. This has involved drawing together an array of information on the sector, understanding Safe Ground's role within it, and putting together a vision for how we should move forward and continue to develop. I am proud to see the business plan beginning to be implemented: we have a new organisational structure for the company, and are moving back to the community for a new project, which will involve prisoners and young people collaborating with each other.

On a more practical level, training from the Chief Executive and the trustees has enabled me to learn and practice many of the skills essential to running any business, including managing grants and accounts, marketing – both through written and audio-visual means – and an understanding of what it takes to fundraise. I feel that the many different aspects of my experience have put me in a strong position to face the greater challenges involved as I take on the responsibilities of Business Development Director. I am looking forward to the next two years, and the chance to work with Safe Ground as it continues to grow.

Laura Martin



Future Plans

Our next project will use our drama-based methods to revise *Fathers Inside* by:

- working with prisoners and young people in the community
- exploring the needs of offenders' families and children
- looking at how offenders can be more involved in their children's education
- initiating a wider debate about social responsibility and parenting
- improving opportunities for young people to interact with the community and engage with parents in prison



Income and Expenditure

Safe Ground, Year ended 31 December 2008

	Unrestricted	Restricted	Total	2007	2006
INCOMING RESOURCES					
Donations	5,100	260,741	265,841	241,663	146,928
Prison Income		21,737	21,373	90,346	79,251
Interest received	2,285			1,746	672
Total	7,385	282,478	289,863	333,755	226,851
RESOURCES EXPENDED					
Cost of activities by fund type					
Prison Services		21,047	21,047	90,020	62,521
DfES/DCSF CYPF		118,294	118,294	107,135	26,176
Manager		23,346	23,346	26,409	8,831
Family Action Plan	9,234	42,353	51,587	42,570	
Chief Executive		20,000	20,000		
Trainee		20,744	20,744	8,109	
DfES Strengthening Families					36,585
City Parochial					16,270
Other charitable activities					5,495
Governance costs					
Wages and salaries				235	5,902
Premises Costs		7,334	7,334	6,836	4,200
Accountancy Fee		4,391	4,391	2,183	4,357
Depreciation		3,560	3,560	3,090	850
Telephone		2,007	2,007	1,152	1,579
Computer Costs		6,942	6,942	1,064	1,116
Sundry expenses		518	518	1,944	886
Printing/postage/stationery		6,587	6,587	7,752	2,755
Travel/Subsistence		6,929	6,929	4,485	5,470
Insurance		3,751	3,751	2,814	1,599
Auditors Remuneration				1,175	
Total	9,234	287,803	297,037	306,973	184,592
NET INCOMING RESOURCES	(1,849)	(5,325)	(7,174)	24,792	42,259
Balance brought forward	24,728	92,749	117,477	92,685	50,426
BALANCE CARRIED FORWARD	22,879	87,424	110,303	117,477	92,685

Financial statement for period ended 31st December 2008

The charity has no recognised gains or losses other than the results for the year as set out above. All of the activities of the charity are classed as continuing. The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 1985.

The summarised accounts above may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information, the accountant's report on these accounts should be consulted. Copies of these can be obtained from Safe Ground PO Box 11525, London SW11 5ZW.

Who's Who

Staff

Chief Executive:	Antonia Rubinstein
Programmes Director:	Eleanor Robertson
Network Co-ordinator:	Alison Jones (left January 09)
Family Action Plan Manager:	Kerryn Davies
General Manager:	Peter Chierakul (left July 09) Sally Harris (joined September 09)
Safe Ground Trainee:	Laura Martin
FM/FI Network Assistant:	Jess Ransom
Fundraising Manager:	Charles Palmer
Book Keeper:	Simon Merriman
Photography:	Warwick Sweeney

Board of Management

Chair:	John Hutchings OBE
Trustees:	Maxi Alexander (retired December 09) Prof Mark D'Inverno Sue Howes Craig Orr QC Bill Visick
Patrons:	Maria Aitken David Evans OBE Lord David Ramsbotham GCB Sir Richard Tilt CBE
Accountants:	Liles Morris Park House, 233 Roehampton Lane, London SW15 4LB

Safe Ground would like to thank:

Ralph Lucas, John Rubinstein and Jamie Priestley for all their support and advice throughout the year.

Safe Ground
PO BOX 11525
London SW11 5ZW

www.safeground.org.uk
T: 020 7228 3831
E: info@safeground.org.uk

Safe Ground Ltd. Registered Office
Park House, 233 Roehampton Lane
London SW15 4LB

Registered Charity No: 1048181
Registered Company No: 3080847