

THE EFFECTIVENESS OF THE KAINOS PROGRAMME CHALLENGE TO CHANGE: FINAL REPORT

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Introduction

1. Challenge to Change (C2C) is a six month, 24/7 programme for medium to high risk adult males run currently in three English prisons. Participants live on a dedicated unit or wing within the prison. This wing exhibits some characteristics of a therapeutic community (TC¹), in that the community itself is used as a treatment process due to a structured, well defined process of ‘right living’, where participants become active members of this community, attending Cognitive Behavioural Therapy (CBT) sessions, agreeing rules, planning and joining in community activities and providing each other peer support.
2. Kainos Community – part of the Langley House Trust charity- designed the programme. Its staff facilitate the CBT sessions, discuss progress individually with participants and help to arrange community activities in collaboration with prison staff and participants.
3. HM Prison staff’s role is in supporting the work of C2C. This includes making sure that the programme is supported by senior management, that it is well integrated into the general management of offenders within the prison, that the facilities and geography are appropriate to the programme and that security issues do not compromise the programme.
4. Kainos programmes similar to C2C were first introduced in 1999 at HMP the Verne. For the first eight years the programme had an explicit faith content which was removed before it was given Prison Service Accreditation in 2007. It was accredited by the Correctional Services Accreditation Panel (CSAAP) in 2009 and again in 2014. Before accreditation, although the basic content was retained, manuals were rewritten and the programme restructured into the current five Modules. Also management recruitment and training, programme monitoring and evaluation were improved and formalised. Following the 2014 accreditation there was a reduction in some of the duplicated and/or unnecessary paperwork associated with the recording of participants’ progress.

¹ C2C is not a full Therapeutic Community (compared to, for example, Grendon Underwood and Dovegate prisons), in that Kainos does not offer psychological intervention on its wings. However, Kainos ensures that the key therapeutic benefits of a community-based approach, and the inclusion of the CBT programme, provide a treatment process that centres on a well-defined process of ‘right living’ values that guide prisoners in relating to themselves, peers and significant others. TC throughout this report refers to this element.

5. The CSAAP accreditation process includes the expectation that the effectiveness of Challenge to Change should be evaluated by external researchers to a reasonable level of scientific rigour. The process of recruitment of prisoners onto Challenge to Change within each prison is such that it has never been possible to conduct Randomised Control Trials – the highest level of scientific rigour. However, apart from this, Kainos has, since the turn of the century, routinely carried out research of sufficient rigour to convince the CSAAP of the effectiveness of C2C. This research has been published and shared with NOMS and the CSAAP. A summary of results of this research is given in Annex A.

6. The research has varied but has consisted of a mixed methods approach, including:

- Reconviction rates of graduates of the programme
- Before and after adjudications analysis
- Before and after psychometric tests
- Interviews with prisoners, Kainos and prison staff.

7. The most recent reconviction study was that for 2012. The results were very positive:

- a. The frequency of proven offending after 1 year for Kainos graduates (0.54) was significantly lower than for the comparison group (0.83).
- b. The frequency of court convictions and cautions after 1 year for Kainos graduates (0.29) was significantly lower than for the comparison group (0.45).
- c. The 1-year re-offending rate for the Kainos group was 18.5% compared with the re-offending rate for the matched comparison non-Kainos group of 23.5% (The attrition rate through the then MoJ matched sampling process meant that although the difference was close to statistical significance, the numbers were too small to claim full significance.)

8. This report outlines the results of evaluation research carried out between June and October 2016 into the effectiveness of the current Kainos C2C programme, running most recently at HMP Haverigg, HMP Ranby and HMP Guys Marsh. The research was agreed by the NOMS National Research Board in May 2016. It was then carried out as proposed. Numbers were achieved broadly as forecast:

- a. 13 Kainos and five Prison staff were interviewed along with 15 prisoners - a total of 32. Eight interviews were at Guys Marsh, 13 at Haverigg, nine at Ranby and two at Kainos HQ.
- b. 'Before and after' Crime-Pics II data for 302 prisoners were analysed. This was the maximum number of prisoners for which data were available and covers all those who completed the course between the start of 2013 and the end of 2015. These prisoners may be used as the basis of submission to the Justice Data Lab (JDL) for reoffending analysis. Two results were taken for each prisoner as it was not possible to obtain a control group of prisoners to compare these results with.

- c. Profiles of 138 prisoners who most recently completed the course were analysed. This was the maximum number of prisoners for which data were available and is a subset of the 302 above.
- d. 'Before and after' adjudications analysis were carried out on 132 of the profiles cases. Two results were taken for each prisoner as it was not possible to obtain a control group to compare these results with.

Executive Summary

9. The research found that our respondents considered that C2C worked well when conditions were appropriate to the programme design and methodology. Conditions at HMP Haverigg were excellent, those at Ranby had not yet settled down following the move there from HMP Stocken in autumn 2015: conditions at Guys Marsh were not currently good enough for C2C delivery. Both interviews and objective data analysis confirmed these differences between the three prisons.

10. Interviews with 32 prison and Kainos staff and prisoners yielded the following results:

- a. The unique selling points of Challenge to Change leading to its overall effectiveness were thought by all to be:
 - i. the way that the programme concentrated on medium to high risk offenders
 - ii. the hybrid nature of the course, where CBT sessions were integrated with community activities within a single wing which acted as a TC.
 - iii. the one-to-one sessions with Kainos facilitators
 - iv. the high 24/7 dosage of the course lasting six months.
- b. Based upon their experience of C2C and other courses, there was a high degree of agreement among respondents that C2C was better than other courses in the way in which community skills taught in the CBT sessions could be practised within the TC.
- c. In each prison, the selection process through OMU did not work and Kainos has been forced to introduce their own recruitment process, involving mentors at reception.
- d. Where the community activities worked well, as at Haverigg, these were perceived to be an essential part of the prisoners' rehabilitative process. Community activities worked better when the prisoners helped to organise them, in particular where prisoners' own skills were used in the activities.
- e. The monitoring of prisoners' progress was excellent, particularly at Haverigg, and the one-to-one sessions to facilitate prisoners' progress were particularly beneficial.
- f. Where the mentoring system worked well, as at Haverigg, this was reported to be an important part of C2C success.
- g. Those prisoners who had been on other courses usually rated C2C as better in comparison, mainly because of its longer dosage and its community approach.
- h. The attitude and availability of prison staff was perceived to be key. Good staff helped C2C run smoothly, both at senior management and at wing level. But where staff were unsympathetic to C2C or let security issues dominate leading to postponed courses and activities, this was detrimental to its success.

8. The research also analysed several objective measures of the success of the programme, and found:

- a. Offence types and OGRS risk levels of prisoners accepted on the programme are broadly in line with expectations but varied considerably by prison and it is clear a small number of prisoners were selected with lower OGRS scores than acceptable.
- b. C2C significantly reduces the frequency of prison adjudications overall, especially for prisoners with a high frequency of adjudications before starting C2C.

9. Reconviction rates for C2C graduates are not yet available but other leading indicators are highly indicative of the likelihood of such falls:

- a. There were significant falls in the general offending score, and the four associated Crime Pics II psychometric sub-scores when comparing before and after C2C intervention for all 302 participants in the 2013-2015 period. Such changes have been shown to correlate with lower re-conviction rates. However, it will not be until around April 2018 that we can expect the associated reconviction rates via JDL. These results will be shared with NOMS and Kainos when received.
- b. Over the two years of analysis, 25% of the 138 released C2C prisoners were given as further prison sentence. There are no exact comparisons for all prisoners released.

11. In the current research, our interviews suggested the following conclusions for the futures of C2C in the three prisons:

- a. Respondents felt that unless Guys Marsh could ensure that a separate wing provides TC conditions, they felt it unlikely that Kainos could deliver C2C successfully there.
- b. Kainos facilitators and Prison staff considered that governance changes proposed for Ranby would not in themselves make a difference to the running of C2C. However, they also felt that the programme needs to bed in for at least two years, with greater throughput, before a judgement can be made as to whether C2C can succeed there.
- c. Respondents at Haverigg considered that conditions there were such that C2C had been successfully embedded and worked as planned. They felt that every effort should be made for C2C to continue at Haverigg, despite the lower numbers to be held in the rest of the prison in the future.

12. Some respondents also felt that C2C could be modified to serve different groups of offenders, eg: Medium to high risk women or young offenders within prison. However, these were subjective opinions and would need to be tested in an experimental way².

² An example of where C2C is being modified to serve a different clientele is Pathways to Change, recently introduced in the Winchester home run by the Langley House Trust for those released into the community.

Background to C2C

13. Kainos Community has run Challenge to Change since 1999. It is a 6-month programme based on CBT group sessions and Community Activities. The aim is to develop pro-social thinking and behaviour to enable prisoners to live crime-free and positively upon release. Prisoners can apply if they are medium to high risk, drug free and have sufficient time left before release to complete the course. They live in a dedicated wing, akin to a Therapeutic Community. On completion of their course a small number of graduates are selected to be mentors for a succeeding course, which enables them to practice their prosocial skills further. Previous research (see Annex A) has shown that C2C works in enabling prisoners to lead calmer lives while in prison and in reducing re-offending on release.

14. Currently, Kainos runs C2C in Haverigg, Guys Marsh and Ranby, but it has also run in at least six other prisons over the last 17 years. Table 1 shows the targets and completions for the three current sites. In terms of capacity, the completions target is 60 completions per site per annum from the second year. However this has been adjusted at some sites due to lack of referrals and other variables like moving prisons and or wings.

Table 1 Targets and Completions: by year and by prison

Year	2013/14		2014/15		2015/16		2016/17	
	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
Haverigg	40	38	60	60	60	63	45	-
Guys Marsh	40	40	60	14	15	15	60	-
Stocken	40	39	60	51	18	18	-	NA
Ranby	-	-	-	-	22	0	60	-
Total	120	117	180	125	115	96	165	-

15. C2C is accredited and has been since 2007, being recommended for adults who are at medium to high risk of re-offending. Five CBT modules are delivered by trained Kainos facilitators, each lasting some 4-5 weeks. These modules are: Orientation Assessment & Preparation; Community Living; Focus; Inter-personal Relationships; and Citizenship. Each course starts with around 12 prisoners, although typically around 8-10 will graduate six months later. Skills taught in the CBT sessions are put into practice in the community living on the same wing. Community activities will vary according to the circumstances of the wing and the skills prisoners may bring into the prison with them. Examples include: gardening; working with animals; gym work; play acting; artistic work such as painting pictures; quiz nights; and sponsored sports. The planning of these community activities is often a joint activity between facilitators, prison staff and prisoners.

16. An important aspect of C2C is that prisoners who do well during the intervention can remain on the Kainos wing as mentors for a succeeding course or as peer mentors to assist course members living on the wing. This effectively extends the dosage for a small number of

graduates. Mentors help current C2C prisoners fulfil their ambitions and reduce the risk of re-offending. Their role can include:

- a. Meeting prisoners at their induction, informing them about Kainos and, if they qualify, encouraging them to apply
- b. Assisting facilitators in group sessions
- c. Helping to organise community activities on the wing

17. Graduates can also remain on the wing as peer mentors whose purpose is to assist the new men on the programme and give guidance and direction in the following areas:

- a. **Personal Habits**
Punctuality; dress; attendance; time and chore management; goal setting.
- b. **Work Habits**
Responsibility; consistency; accountability; poor problem-solving skills; manipulation or exploitation of people and systems.
- c. **Work Relations**
Rebelliousness; problems with authority; cooperativeness and competition with co-workers, praise and criticism; interpersonal and communication skills; assertiveness; aggressiveness; passivity help with literacy where appropriate.
- d. **Self-Management**
Tolerance for and coping with disapproval and criticism; tolerance for frustration, delayed gratification, and immediate rewards; coping with job-related stress and demands
- e. **Work Values**
Learning work ethic; learning self-reliance, excellence, pride and ownership of performance; work commitment: making a maximal effort.

18. Finally, residential governors, those in charge of sentence planning and the HM Prison staff employed on the wing, are important to the success of C2C. Our respondents, especially Kainos facilitators, gave several examples of where CBT sessions and/or community activities were unable to work well where, for example:

- a. a governor was unable or unwilling to make resources available;
- b. sentence planners were slow in making prisoner assessments; or
- c. security staff were unsympathetic to programme aims.

19. The unique characteristics of C2C were thought by respondents to be: its hybrid nature; the length of the programme; and its strong evaluation research base.

20 Hybrid Nature of Programme

Respondents felt that Challenge to Change contrasted to other CBT programmes where prisoners had little chance to put into practice the skills they learned. In C2C prisoners could practise pro-social skills in the context of the same wing where they had learned those skills and with the same group of people who were committed to the same programme of change. As long as security staff were sympathetic to the flexibility needed to achieve this, respondents felt this gave a much better chance of the CBT skills being applied successfully.

21. Length of Programme

Challenge to Change is designed for medium to high risk adult male prisoners and is long enough for prisoners to be able to turn round their behaviour. It contrasts with programmes that last, at most, a few weeks. A programme lasting a half a year gives time for prisoners to orientate themselves to the prosocial work that is required of them, followed by time to start to bring into effect the often fundamental changes to their life-style that the CBT skills being taught needed: eg victim awareness, which for many is a new concept.

22. Strong Evaluation Research Base (See Annex A for a detailed summary)

From the very start, Kainos realised the need for research into effectiveness. Bristol University was commissioned to carry out the first study which led to the publication of a book, *My Brother's Keeper: Faith-Based Units in Prisons* in 2004. The quantitative part of this research was repeated 3 years later by Cambridge University. Researchers from Portsmouth University then continued the research with several further studies. Kainos also maintains strong internal databases from which they routinely carry out studies as part of continuing management evaluation of their work. This continuous evaluation approach over a period of 17 years is a strong aspect of C2C.

23. The number of successful graduates from Challenge to Change has always been relatively low. This has often lead to lower reconviction results that are just short of statistical significance. The previous evaluations also show that, where prison conditions are favourable, C2C works in creating a calm environment for pro social work, evidenced in measures such as: adjudications: and return to prison rates, all of which are consistently lower than for groups on other programmes, or for those not on programmes. Results have been indicative rather than definitive, as it has not been possible to create exact control groups with the same background as Kainos graduates.

24. The current research has confirmed this previous research and has added in indicative results from psychometric change (Crim-Pics II).

25. Previous research, not yet confirmed by this current work, has shown that graduates from Challenge to Change have significantly lower reconviction rates. Results from Ellis's 2012 reconviction study, using material provided by the MOJ before their current use of the Justice Data Lab definitions showed that:

- a. The frequency of proven offending after 1 year for Kainos graduates (0.54) was significantly lower than for the comparison group (0.83).
- b. The frequency of court convictions and cautions after 1 year for Kainos graduates (0.29) was significantly lower than for the comparison group (0.45).
- c. The 1-year re-offending rate for the Kainos group was 18.5% compared with the re-offending rate for the matched comparison non-Kainos group of 23.5%. Because of the small numbers and the MOJ attrition rate, this was not quite statistically significant.

Methodology of current research

26. CGL Bosham was commissioned by the Langley House Trust/Kainos to carry out a new evaluation study in June 2016. This study aimed to provide evidence to LHT and NOMS for forthcoming discussions about funding; and to assist the management of Kainos and LHT in developing the programme, including the possibility of modifying it to serve different communities of offenders. This research was agreed by the NOMS National Research Committee in May 2016. A small group, including NOMS, Kainos and the evaluators met and exchanged communication frequently to discuss and agree the proposed research and its results, including a telephone conference in September 2016 to discuss an interim report.

27. The four objectives of the research as stated to the NRC were:

- a. To evaluate the extent to which C2C was run in accordance with programme manuals
- b. To analyse data showing intermediate outcomes of C2C (Crime-Pics II) to assess impact
- c. To gain feedback and devise improved ways of running the programme to improve its efficiency and effectiveness
- d. To provide the basis for analysis of reoffending rates, through JDL, of C2C graduates compared to a control/comparison group.

28. An integrated multi-method approach was agreed with NRC, based around a case study approach to the 3 prisons Guys Marsh: Haverigg and Stocken/Ranby. Each case study used:

- a. Interviews with at least four Kainos staff, a local manager and at least five prisoners
- b. An analysis of historical and current context within each prison gathered from interviews and programme records.
- c. Intermediate outcome data through analysis of Crime-Pics II data
- d. Adjudications data
- e. Analysis of reoffending data with a comparison group via JDL.

29. This methodology agreed with NOMS and the National Research Committee (NRC) was followed closely. Semi-structured questionnaires were agreed by the NRC. (Annex B). All Kainos facilitators and managers were interviewed. For each prison, a gatekeeper was used to select a number of prison staff to be interviewed, to give a fair representation of management, wing staff and volunteers. Gatekeepers were also asked to choose a sample of 5-7 prisoners, to include those on current courses, and those who had been through previous courses. More interviews were made than planned. Notes were taken and the main points transcribed later onto EXCEL spreadsheets.

30. Adjudication and Crime-Pics II data were analysed. At the September telephone conference between Kainos and NOMS it was agreed that attempting to limit reoffending analysis to the C2C prisoners interviewed for the fieldwork in this study would not be desirable. This was because a) the very small numbers and b) the length of time required were unlikely to provide any statistically meaningful or timely results. Instead, it was agreed to explore whether it would be possible to refine the adjudications and/or Crime-Pics II databases used in this study in order to provide larger and more extensive reoffending analysis. Again, sufficient time has not yet elapsed for either of these databases to be compiled and submitted, but this will be done in the next few months. The evaluators will continue to work with Kainos to ensure that data can be collected, formatted and submitted to JDL as soon as it is possible and all parties will be notified of the final results.

Interviews with Kainos and prison staff

31. The interviews clearly showed that three prisons where C2C is currently run are very different:

- a. Haverigg presented the most positive arrangements, with conditions on the Kainos Wing good for both course delivery and community activity. Staff and prisoners were able to overcome any difficulties that presented themselves and most prisoners on the C2C wing were on the C2C programme.
- b. Guys Marsh was much less positive, with security issues dominating. The wing was not a calm place. Most of the prisoners on the wing were not taking part in Challenge to Change. Both staff and prisoners had difficulty in presenting the programme as it should have been. There was little in the way of community activity.
- c. Ranby was between the other two. The course had been running for less than a year, and this, together with some environmental and security issues meant that it was difficult to get the target numbers. However, prisoners on the course spoke very highly of it. Staff felt that the positive points of both C2C and of other programmes available at Ranby were clearly understood and that the right choices of programmes were able to be made. The number of non-C2C prisoners had been reduced to only 2 as Kainos recruitment began to build.

32. Table 2 summarises the interviews carried out at the three prisons. 32 interviews were conducted in total: 14 with Kainos staff, four with prison staff (including one volunteer) and 14 with prisoners. Annex B shows the semi-structured questionnaires used during the interviews.

33. In summary, the broad themes which came out of the interviews were as follows:

- a. The position was very different at the three prisons. Targets were being achieved at Haverigg but not at Guys Marsh. At Ranby the position had improved and by the time of the interviews targets were close to being achieved.
- b. At all three prisons C2C was broadly being delivered according to the manuals agreed by the accreditation process, allowing for the need to be flexible in responding to prisoners needs.
- c. Recording of progress was very good and integral to monitoring prisoners' success.
- d. Where prison conditions were conducive to course activity and the working of a TC, then C2C was able to allow prisoners to function in a calmer situation and work on pro-social activities.
- e. Where security and environmental considerations led to problems with maintaining programme integrity, prisoners were less likely to be recruited in the first place, or to progress as fast as they would otherwise have done.
- f. In each prison work pressures on OMU meant that prisoners were not recruited onto C2C through OMU and other arrangements for recruitment needed to be made.

Table 2 Numbers and types of interviews conducted at the three prisons

Prison	Interviews with Kainos staff	Interviews with prison staff	Interviews with prisoners	Total Interviews by prison
Guys Marsh	4 including Treatment Manager	1 Head of programmes	3	8
Haverigg	4 including Treatment Manager	3 Residential Governor Wing Manager Wing officer	6 including 2 mentors	13
Ranby	3 including 2 Treatment Managers	1 volunteer	5 including 1 mentor	9
Other	2 Kainos managers			2
Total	13	5	14	32

34. The following were the most prominent themes to emerge from the interviews at each prison

35. Guys Marsh

Programmes

- a. There have been considerable problems in maintaining treatment integrity for C2C. This is mainly because the required separation for a therapeutic community is impossible due to the movement of Bristol gang members onto the Kainos wing.
- b. Guys Marsh has suffered a lot of security issues over the last few months resulting in CBT sessions and volunteer visits having to be curtailed/cancelled.
- c. Shortage of OMU resources means prisoner assessments, including OASyS and sentence plans are often not completed in time.
- d. Mentoring has not worked well. Because targets have generally not been met the pool from which mentors could be selected has not been large enough. Also those selected have not turned out to be as successful as had been hoped for.
- e. Both staff and prisoners felt that the volunteers system - which involved members of the public coming in to visit C2C prisoners on a weekly basis - worked well.

Targets

- f. It has proved difficult to get sufficient numbers for the programme.
- g. Despite Guys Marsh originally being seen as a place where all prisons in the SW could send prisoners to C2C at Guys Marsh this has just not happened.
- h. Both Kainos facilitators and prison staff perceived that C2C was given low priority by OMU. Because of this Kainos has set up its own recruitment scheme, whereby prisoners are given information at induction and encouraged to apply for C2C. This is not as formalised or effective as at Haverigg, mainly because of the lack of mentors to staff the induction sessions, as happens at Haverigg.

Environment

- i. The Bristol gang element on the wing has not only discouraged people from joining the course but has caused significant attrition because some of those on C2C have needed to be moved from the wing for their own protection.

Staffing

- j. Kainos staff were well qualified and experienced in what C2C was expected to offer but were frustrated when security issues constrained what they could do.
- k. The Kainos team works very well together and those who have been through the course speak very well of both its content and the way in which it is delivered.

36. Haverigg

General

- a. All interviews were highly positive about the way that Challenge to Change ran at Haverigg.
- b. All staff acknowledged there were problems from time to time, but considered such problems as challenges to be solved. Much was made of the solution to financial cut-backs for the provision of refreshments, whereby prisoners had organised sponsored sports activities to raise the money themselves.

Programmes

- c. All elements of the CBT delivery were maintained in line with the manuals and as identified in the QA report, programme integrity was being maintained. (See Annex C for more detail from the IIF reports.) Facilitators followed the manuals as closely as possible but several said there was too much in them that was prescriptive. These comments related to the amount of paperwork contained within the manuals (eg. completing end of module reports within the set timeframe). Within the 2014 CSAAP accreditation feedback the accreditation panel said that *'paperwork should be kept to a minimum and staff given every opportunity to focus on working with the offenders'*. As a result Kainos reduced

some of the duplicated and/or unnecessary paperwork associated with the recording of participants' progress.

- d. Prisoners spoke highly of the content of the CBT courses: victim awareness was mentioned by several of them as something they had been faced with for the first time and had changed their whole attitude to crime. Participants also appreciated the monitoring system, which enabled them to discuss progress calmly and frequently with facilitators.
- e. All those interviewed were keen on the hybrid nature of the C2C. Prisoners were pleased to be able to join in the community activities (gardening, chicken rearing, gym work, quiz nights and family days.) They also appreciated that (nearly) all on the wing were on C2C, including a personal mentor accessible at all times. They also valued volunteer evenings.
- f. Prisoners, Kainos and wing staff could take a full part in planning future community activities, although not all chose to do so. Some prisoners, who have skills themselves such as artistic/gym skills, were keen to use these to develop new community activities
- g. Prisoners and Kainos staff found the mentoring system within the prison an integral part of C2C. C2C graduates who were chosen to be mentors were clearly very proud of their position and four of the six prisoners interviewed had applied to be mentors.

Targets

- h. Haverigg does not have any other offender programmes, Hence there is no 'competition' here. There is one wing where those on opiates are given methadone treatment. Some C2C participants have been on that wing first.
- i. Kainos staff felt that the theoretical recruitment process for C2C was just not working: ie that OMU recommends C2C to the prisoner as part of his sentence plan and that other prisons in the area also transfer prisoners especially to start C2C. As a result of this Kainos had set up a new system for recruitment, involving mentors from previous C2C courses, speaking to all prisoners of medium to high risk at their induction and suggesting they apply straight away. This new system had worked in delivering enough participants to the courses so that numbers kept up.
- j. Prison management expressed concerns that the 10% cutbacks at Haverigg had made it less straightforward to maintain C2C numbers. This statement became more important the day after the interviews with staff when it was announced that Haverigg would suffer further cuts in the autumn to no more than a half of the total prisoner numbers a year previously.

Environment

- k. Several prisoners interviewed said they had suffered a lot of hassle from other prisoners following induction. Scare tactics were used to try to stop them joining C2C about the wing being violent and full of gang behaviour, completely opposite to the actual situation.
- l. HM Prison Staff felt that the 'old culture' where prison staff looked down on those trying to rehabilitate prisoners has been replaced, in nearly all cases, by a more modern approach where it was recognised that a tranquil wing, where community activities can be pursued safely is an essential pre-requisite to getting programmes like C2C to work.

Staffing

- m. Participants spoke highly of the attitude of prison staff on the wing, who they felt went out of their way to make it easier for them than their colleagues on other wings.
- n. Kainos staff felt that training courses were good but they should be held in the North of England rather than in Coventry. This was one of several occasions when Haverigg Kainos staff felt that, as they were acknowledged to be the most successful C2C prison, they could be treated better, with more and more specific resource allocation.

37. Ranby

Programmes

- a. The programme is very new at Ranby and it has been hard to build numbers sufficient to fill the wing. This has meant some impairment of treatment delivery in a TC environment. It has also led to relatively poor filtering of those volunteering for the programme so that some prisoners thought that motivation was most likely to be based on a desire to be on an open wing, not to complete C2C.
- b. A full monitoring system for referrals, assessments, selection/rejection etc. has been set up at Ranby, but it was seen as needed for all 3 C2C sites and with a common set of codes.
- c. C2C mentoring within prison works well but only if the wing is properly isolated. Non-Kainos prisoners won't respect the process or the mentor. The post-release mentoring situation is a mess, complicated mainly by a) release to a different area of the UK where there is no Kainos presence and b) the 'more apparent than real' role of the CRCs in facilitating local post-release mentoring.
- d. The impact and value of good volunteers was very strong from prisoners. The Ranby volunteers (mostly retired men from professional backgrounds in criminal justice) attended once a week and were highly regarded because they had life experience that was valued and used in a non-judgemental way. There was respect for role models and the understanding that sessions focused on discussing almost exclusively non-prison topics in a way that enabled a connection with real life to be maintained. Staff agreed, but the quality of volunteers was variable between prisons/areas and over time.
- e. Staff had read the manuals, but valued the on the job feedback the most. One commented on the lack of direction and practicability of the manuals. *'They are more a book of ideas, but you need more guidance on how to do it, how to implement things that worked, like moral debates and sharing between Kainos sites.'*

Targets

- f. The low numbers have meant that C2C courses have collapsed and that some prisoners have had to start again, even after months of participation.
- g. A confounding variable in selection and sequencing was a lack of sentence plan from the OMU in many cases.

Environment

- h. While the Kainos wing at Ranby has shared shower and toilet facilities, only the spurs are gated and can be locked at night. The cells cannot be locked at night (when Kainos staff are absent and otherwise uninvolved prison staff take over) because they have no individual sanitation. This is more of a problem if there are non-Kainos prisoners on the wing. It also has knock on effects in that it filters out many types of prisoner that C2C would be aimed at, ie: those 'on basic'; those with 'cell share' limitations; those with ACT documents re suicide or self-harm. Both staff and prisoners felt that there were other more suitable blocks that could be isolated and staff commented that Kainos were often given the *'substandard cells and made to cope with them because they were only tambourine shakers and not a NOMS programme'*.
- i. Respondents spoke about how C2C related to other programmes on offer at Ranby. They perceived that where the relationship between OMU and offender managers was good, appropriate sequencing on longer sentences could be worked through, esp. for drug-related offenders. However, in some cases, there could be pressure to take inappropriate offenders to meet targets.
- j. There was a view from some staff that C2C was not properly regarded or integrated into prison programme management. As a 'poor relation', there was little contact with prison management other than quarterly and contract review meetings. Wing staff were unlikely to attend community meetings.

Staffing

- k. Prisoners were keen to point out that any criticisms they had were to be seen in the context that they perceived that C2C was a better intervention than any other programmes they had experienced. This was due to the commitment of Kainos staff and volunteers and also the attraction of the community element of the TC setting. One commented that on other programmes he had had a very limited relationship with delivery staff and spent most of his time with a large number of prisoners who were not committed to the programme's approach. It was therefore hard to change one's day to day behaviour in these circumstances. When C2C works properly, staff are there during the full day and the other prisoners are, in the main, committed to the programme's aims, so that if changes in behaviour learned in class are not working, this can be discussed jointly with other prisoners (including mentors) and staff to resolve and move on. Three respondents made the point that on most programmes, sessions are run by staff who *'parachute in every week but are not there when you need them.'* This was seen as counter-productive in that on normal wing *'you are stuck with loads of prisoners who are not doing what you're doing and you can't behave with them like they [programme staff] want when they aren't there. You'll get into shit. So you end up having to make up an example they want you to go back with – how you've used the lessons learned, but you can't really can you?'*

Prisoner profiles, adjudications and returns to prison

- 38. This analysis is based on data provided by Kainos who have retrieved it from the

LIDS system, still an important database for evaluative studies. It is based on all 138 C2C participants released in the period 2013 – 2015 inclusive. Of these, Guys Marsh accounted for 25% (34), Haverigg 37% (51) and Stocken 38% (53). Guys Marsh and Haverigg are 2 of the prisons in the current study. In simple terms, the regime at the 3rd prison, Ranby, was only recently implemented and was effectively transferred from Stocken prison. It is too early for these data to be produced from Ranby, so the performance of Stocken has been included here.

Prisoner profiles - Offences

39. To summarise the types of offences for which C2C participants have been sentenced to imprisonment, these have been grouped into violence, burglary & theft, drug-related and other³. Table 3 gives a broad indication of the types of offenders that are being accepted onto C2C. These are broadly in line with the expectations of the programme. It can be seen that overall, the largest single category of offences is violence (48%) followed by burglary⁴ (33%) and drugs-related offences (15%). These changes are perhaps best represented graphically in terms of the % variation by offence category in each prison. This is seen in Figure 1.

40. Overall, Haverigg participants are made up of a greater proportion of violent offenders and lower proportions of burglary and drug-related offenders. The reverse is the case with Stocken. Guys Marsh has a lower proportion of drug-related offenders, but a higher proportion of burglars.

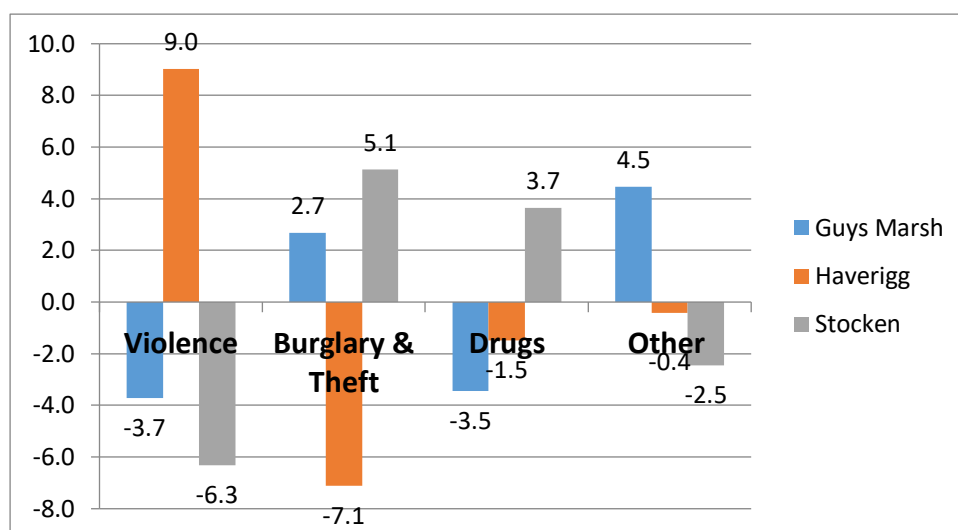
Table 3 Prisoner Profiles

Guys Marsh			Haverigg			Stocken			All 3 prisons		
Offence	N	%	Offence	N	%	Offence	N	%	Offence	N	%
Violence	15	44%	Violence	29	57%	Violence	22	42%	Violence	66	48%
Burglary & Theft	12	35%	Burglary & Theft	13	25%	Burglary & Theft	20	38%	Burglary & Theft	45	33%
Drugs	4	12%	Drugs	7	14%	Drugs	10	19%	Drugs	21	15%
Other	3	9%	Other	2	4%	Other	1	2%	Other	6	4%
TOTAL	34		TOTAL	51		TOTAL	53		TOTAL	138	

³ These consisted of 4 arson, 1 fraud and 1 breach offences.

⁴ There were also 7 aggravated burglaries that have been included in violent offences.

Figure 1 Prisoner Profiles - Offences



Prisoner Profiles - OGRS Scores (Table 3)

41. The overall mean OGRS scores for all 138 OGRS participants across the three prisons was 69.7. The mean varied little by prison. A mean of nearly 70 confirms that the criterion for selecting medium to high risk offenders was adhered to in broad terms.

42. However, it is also clear that there some offenders had been chosen for Challenge to Change whose OGRS scores were lower than the criterion. Table 4 also gives the variation in the range of OGRS scores at each prison and the lowest OGRS score in each prison. While the maximum scores were all in the 90s range, the minimum scores varied from 23 at Guys Marsh, to 36 at Haverigg and 47 at Stocken. These figures confirm what we discovered in the interviews with Kainos staff, which showed that although they tried to keep to the medium to high risk criterion for recruitment occasionally, in each prison, someone was pressed on them for security or other reasons alien to this criterion.

Table 4 Prisoner Profiles – OGRS scores

	Mean	Range	Range size	N all OGRS scores	N with OGRS < 50
Guys Marsh	68.1	23 to 94	71	34	5
Haverigg	69.1	36 to 97	61	51	5
Stocken	71.5	47 to 92	45	53	3
All three prisons	69.7	23 to 94	71	138	13

Prisoner Profiles –Adjudications (Table 5)

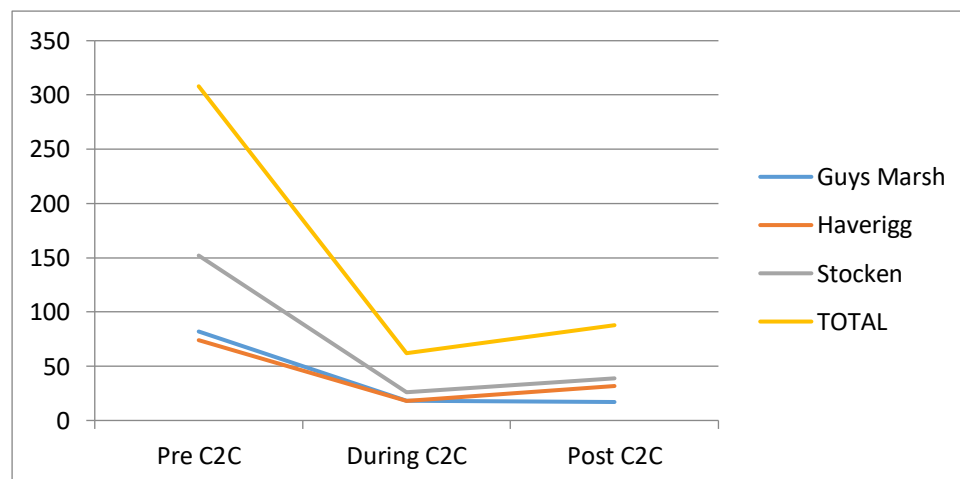
43. In the period prior to Challenge to Change participation, there were 308 adjudications against the 138 prisoners in all 3 prisons. During C2C participation, this dropped to 62 adjudications (ie a ratio of 1:5 to the pre period). Post C2C participation adjudications rose slightly to 88, but this is still lower than pre-C2C adjudications by a ratio of 1:3.5. These figures are repeated for the 3 prisons individually in the table below. The results are encouraging overall. With Guys Marsh looking most effective at maintaining a lower adjudication rate post C2C intervention.

Table 5 Prisoner Profiles Adjudications

	Pre C2C	During C2C	Post C2C
Guys Marsh	82	18	17
Haverigg	74	18	32
Stocken	152	26	39
TOTAL	308	62	88

44. These changes over stages are perhaps best represented graphically.

Figure 2 Prisoner Profiles - Adjudications



45. Or even as ratios based on pre C2C participation

Table 6 Prisoner Profiles Adjudications Ratios, as defined in para.43

	During C2C	Post C2C
Guys Marsh	4.6	4.8
Haverigg	4.1	2.3
Stocken	5.8	3.9

46. Across all 3 prisons, the range of the number of pre C2C adjudications was 0-42, during C2C 0-5, and post C2C 0-7. There were variations in this across the three prisons, as shown in Table 7

Table 7 Prisoner profiles: Adjudications pre, during and post C2C

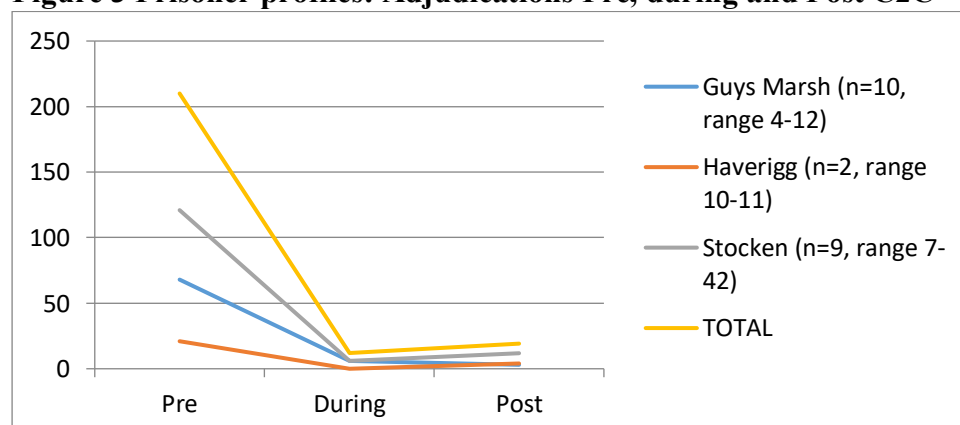
	Pre	During	Post
Guys Marsh	0 to 12	0 to 3	0 to 3
Haverigg	0 to 11	0 to 2	0 to 7
Stocken	0 to 42	0 to 5	0 to 6

47. Certainly, C2C appears to reduce the frequency of adjudications overall, especially for those with a high frequency pre C2C. Taking each prison in turn, we separated the pre C2C cases that were above the highest number of adjudications during and/or after C2C in the above table. In effect, these were the most problematic pre C2C prisoners. The results are summarised in Table 8 and Figure 3.

Table 8 Prisoner profiles: Adjudications Pre, during and Post C2C

	Pre	During	Post
Guys Marsh (n=10, range 4-12)	68	6	3
Haverigg (n=2, range 10-11)	21	0	4
Stocken (n=9, range 7-42)	121	6	12
TOTAL	210	12	19

Figure 3 Prisoner profiles: Adjudications Pre, during and Post C2C



48. Further analysis was carried out on adjudications by normalising the before and after periods to 24 weeks, ie, the same period as the Kainos C2C programme. This allows a fairer comparison of C2C's impact on adjudications. The number of cases was reduced from 138 to 132 when data cleaning was carried out, mainly due to problems with verifying relative dates. The outcome of this analysis shows that there was a normalised baseline of 152 adjudications prior to C2C intervention, dropping to 60 interventions during C2C delivery, and rising slightly to 74 post C2C. This means that the number of adjudications dropped significantly⁵ during the C2C intervention period compared to the pre-intervention period. This difference remained significant⁶ in the post C2C period. Importantly, there was no significant difficult to be ,meaningful.difference⁷ in the number of adjudications between the C2C intervention period and the post C2C period. This indicates that C2C is effective in significantly reducing the level of prisoner adjudications and that this effect lasts beyond the treatment period.

Prisoner Profiles - Returns to prison

49. Over the 2 year period of analysis, 25% of the 138 released C2C prisoners were returned to prison. This was evenly split between 18 (52%) who reoffended, and 17 (48%) who were recalled. Guys Marsh had the highest rate of return to prison (35%) and Haverigg the lowest (16%). The rate for Stocken was 28%. These were also evenly split in each prison between reoffending and recalls.

Analysis of Psychometric Data – Crime-Pics II

50. The Crime-Pics II manual⁸ notes that traditional measures of intervention outcomes tend to rely on simple activity measures such as compliance, adjudications, etc. and/or reconviction rates. It argues that 'it is now widely recognised that such data will not provide a satisfactory picture of the degree to which a service has brought about change in offenders' and notes the 'appreciable time lapse before reconviction outcomes can be evaluated'.

51. Kainos has, therefore, routinely administered before-and-after-C2C CrimePics II inventories to their participants since its standardised intermediate measures of attitudinal change have been associated with reconviction outcomes. (see Frude et al in Footnote 8.) This is a much larger sample than for adjudications as over 300 prisoners who have gone through C2C have been administered Crime Pics.

52. The general score (G) is based on the full set of 20 questions in the Crime-Pics II instrument, while 4 sub-scores measure the contribution made by the following factors: Anticipation of re-offending (A); Victim Hurt Denial (V); Evaluation of crime as worthwhile (E); and Perception of current life problems (P). The data for all 5 scores has been scaled from 0-9, as recommended in the Crime Pics II manual.

53. Data were available for 302 C2C participants. The results were as follows (Table 8)

⁵ p=.005, SD 2.82, t=2.83, df 131, 2 tail

⁶ p=.037, SD 3.22, t=-2.1, df 131, 2 tail

⁷ p=.571, SD 2.13, t=-0.568, df 131, 2 tail

⁸ Frude, Honess and Maguire (2013)

<http://www.crime-pics.co.uk/publications/cpicsmanual.pdf>

Table 9 Crime Pics II score changes, before and after Challenge to Change

	Before	After	Change	Significance
General attitude to Offending (G)	3.8	1.1	-2.7	Footnote ⁹
Anticipation of re-offending (A)	4.9	2.7	-2.2	Footnote ¹⁰
Victim Hurt Denial (V)	1.6	0.7	-0.9	Footnote ¹¹
Evaluation of crime as worthwhile (E)	4.4	1.8	-2.6	Footnote ¹²
Perception of current life problems (P)	5.1	2.9	-2.1	Footnote ¹³

Table 10 Crime Pics II score by prisons, before and after Challenge to Change

	N	Before	After	Change
General attitude to Offending (G)				
Guys Marsh	47	3.51	1.1	-2.41
Haverigg	125	3.8	1.1	-2.7
Stocken	128	4.0	1.1	-2.9

54. Table 9 shows that there were significant falls in the Crime Pics II Psychometric scores as a result of C2C. This was true for the four different sub scores. Table 10 shows that there was a drop in all three prisons.

55. The General attitude to offending scores also fell significantly in all 3 prisons. For the 49 prisoners in Guys Marsh the mean score fell from 3.4 to 1.1¹⁴ (even with the serious difficulties in maintaining programme integrity within that environment). For the 128 prisoners in Stocken, the mean score fell from 4.0 to 1.1¹⁵. For the 125 prisoners in Haverigg the mean score fell from 3.8 to 1.1¹⁶.

56. Drops in Crime Pics scores are shown by previous research to correlate with lower re-conviction scores, so the drops in Crime Pics from our research are likely to lead to lower reconviction rates once these are available. However, it will not be until around April 2018 that we can expect these from JDL for the 302 prisoners. Even then the less than perfect matching within JDL will reduce the number of comparisons, so that statistical significance is very unlikely.

⁹ $p < 0.001$, SD 3.06, $t = 15.59$, df 301, 2-tail

¹⁰ $p < 0.001$, SD 2.77, $t = 13.76$, df 301, 2-tail

¹¹ $p < 0.001$, SD 1.96, $t = 8.12$, df 301, 2-tail

¹² $p < 0.001$, SD 2.89, $t = 15.51$, df 301, 2-tail

¹³ $p < 0.001$, SD 2.30, $t = 16.13$, df 301, 2-tail

¹⁴ $p < 0.001$, SD 3.34, $t = 4.84$, df 48, 2-tail

¹⁵ $p < 0.001$, SD 3.04, $t = 10.86$, df 127, 2-tail

¹⁶ $p < 0.001$, SD 2.98, $t = 10.30$, df 124, 2-tail

Re-offending

57. As noted above, we will explore whether it is possible to refine the adjudications and/or Crime-Pics II databases used in this study to carry out more extensive reoffending analysis. Sufficient time has not yet elapsed for either of these databases to be compiled and submitted, but will have done so in the next few months. The evaluators will continue to work with Kainos to ensure that data can be collected, formatted and submitted to JDL as soon as it is possible and all parties will be notified of the final results.

Discussion

58. The scope of this research, carried out in only 28 man-days and paid for by the Langley House Trust, cannot compare with some better-funded evaluations of prison programmes that can be found in the public domain¹⁷. The strengths and limitations of the 2016 research can be summarised as:

Strengths

- a. All prisons where C2C are being delivered have been researched in the same amount of detail.
- b. The qualitative aspects of the work are based on a large number of interviews
- c. Respondents have been allowed to range widely in their responses within the context of semi structured interviews.
- d. Psychometric data has been analysed for over 300 prisoners on C2C.
- e. Adjudications data has been analysed for a subset of these.
- f. Reconviction data will be obtained from JDL in due course.

Limitations

- a. The responses from prisoners interviewed will reflect the fact that nearly all of them have completed Challenge to Change.
- b. There is a lack of comparator groups for the adjudications and psychometric analyses, although this has been mitigated to some extent by taking before and after results
- c. The reconviction rates for graduates from C2C are not yet available.
- d. Even when the reconviction rates are available, the numbers of graduates and the attrition rate of the JDL matching process makes it unlikely that statistically significant differences will be obtained.

59. Given this, the results of this research are not conclusive. Rather it adds to the existing research which has been summarised at Annex A.

- a. Qualitative information on how C2C is regarded in a positive way by respondents
- b. Qualitative information about how the effectiveness of C2C varies depending on the environment and circumstances of different prisons.
- c. Quantitative information which shows the positive effect of C2C on adjudications and psychometric scores.

60. However, some questions remain, as yet, unanswered. In particular there will be no

¹⁷ eg. McDougall, C., Clarbour, J., Perry, A. and Bowles, R. (2009) Evaluation of HM Prison Service Enhanced Thinking Skills Programme: Report on the implementation of a randomised controlled trial. London: Ministry of Justice and
Sadler, G. (2010) Evaluation of the impact of the HM Prison Service Enhanced Thinking Skills programme on reoffending Outcomes of the Surveying Prisoner Crime Reduction (SPCR) sample

additional reconviction data until C2C graduates have been released for long enough for any future records of offending to be available to JDL.

Conclusions

Effectiveness of C2C

59. Our respondents perceived that the Kainos Challenge to Change programme was unique in prisons in England and Wales. Its 24/7 **hybrid nature**, offering CBT in a TC where community skills are practised, was regarded as offering an excellent chance for offenders to pursue pro-social activities within prison and prepare for an offence-free life on release.

60. Respondents, especially prisoners also spoke highly of the greater chances of success that stemmed from having six months' intensive experience of the hybrid programme. Many prisoners said that it took a long time to become familiar with new patterns of thinking and behaviour and that the six months offered by C2C was about right. The small number of prisoners who had also been on other programmes felt the greater dosage on C2C was advantageous. They also acknowledged that, although sessions were delivered on a group basis with up to twelve in each group, the success of the programme was as much due to the regular one-to-one individual review sessions between the prisoners and the Kainos facilitator, where specific advice could be given and future needs discussed.

61. **Objective measures** in our research also suggested the positive effect of C2C. In each of the prisons researched, the number of adjudications reduced significantly from the period before the programme started to the period after the programme finished. Also the psychometric measures in Crime Pics II, were reduced comparing the situation before the programme to the situation afterwards. This was true for all the four aspects of Crime Pics: a) Anticipation of re-offending; b) Victim Hurt Denial; c) Evaluation of crime as worthwhile; and d) Perception of current life problems. Reductions in Crime Pics measures have been shown in previous research to correlate with reductions in re-offending rates after release. However, it has to be acknowledged that, in the absence of a control group these changes in adjudications and psychometrics cannot be attributed fully to C2C.

62. Although Crime Pics results from our research are suggestive that eventually C2C will see reductions in reconviction rates for this group of prisoners, the absolute limitations of obtaining reconviction rates in short periods has to be realised. Reconviction rates for prisoners on whom Crime Pics II has been administered in this research are unlikely to be available from JDL until at least April 2018.

Importance of the setting within which C2C is delivered

63. However, C2C does not work well for every prisoner who comes into contact with it.

The research has discovered several reasons for this:

- a. The selection process for C2C is not working as it should. In all prisons our research has shown pressures on prison and probation staff have meant that the Offenders Management Unit is not able to either assess prisoners fully or to produce sentence plans involving choice of C2C. Most prisoners are self-selected after a recruitment process by C2C mentors, which works well at Haverigg, and less well at Ranby and Guys Marsh.
- b. In addition to this some prisoners are selected for C2C who are not well suited to it, either by risk level or temperament, due to incomplete assessment by the Offender Management Unit.
- c. For C2C to success properly both CBT sessions and practising community skills should be contained within a single Therapeutic Community, to a large extent isolated from the rest of the prison. Our research has shown that this is happening to a considerable extent at Haverigg, to a lesser extent in Ranby and hardly at all in Guys Marsh, where security considerations dominate and CBT sessions are often conducted off the wing.
- d. Also at Guys Marsh practising community skills was virtually impossible on a wing dominated by prisoners not on Challenge to Change. In particular, the bullying associated with Bristol Gang members not on C2C was a very acute example of how this also impinged on C2C delivery within the ostensibly dedicated wing.

Future developments for C2C

64. This research has shown that C2C is perceived by our respondents as a successful programme. Run as it now is, for 6 months, as a hybrid of CBT sessions and practicing community skills, it has been shown by previous research to be appropriate for medium to high risk offenders. (see Annex A)

65. C2C at Haverigg has become well embedded into the working of the prison. Our respondents (Kainos, prison staff and prisoners) suggest that every effort should be made - within a future reduced establishment - to continue C2C there.

66. However, the research has also shown that C2C is very sensitive to deviations from its basic model of CBT sessions and community living within a TC. While C2C is relatively flexible, in both Guys Marsh and Ranby, there are enforced, significant deviations from the required treatment integrity for C2C. Security issues at both prisons need to improve, so that a more tranquil TC environment can be achieved. The problems are acute in Guys Marsh, and it therefore seems an unlikely candidate for future running of C2C unless a radical change of management approach is effected and maintained.

67. It is too early after the move of C2C from Stocken to Ranby to evaluate the TC aspect there effectively. The main issues to address were felt by our respondents to be ensuring that:

- a. a more suitable wing is made available;
- b. non-C2C prisoners are excluded;
- c. more prisoners are selected for C2C;
- d. those selected need to be appropriate for C2C intervention.

68. It was also perceived by our respondents, especially staff members, that the proposed governance changes at Ranby would not in themselves make any difference to the way that C2C worked there, although there could of course be contractual differences between Kainos continuing at Ranby and continuing elsewhere.

69. Some respondents felt that the hybrid nature of C2C had the capability of being modified to be offered to other groups of offenders, for example to high risk female or young adult offenders, perhaps on an experimental basis in the first instance.¹⁸ In practical terms this would require amending the dosage and some programme content to be more appropriate to different groups.

CGL Bosham Ltd

25 November 2016

¹⁸ Kainos Community /LHT has already started an experimental variation of C2C, called Pathways to Change (P2C), in its Elderfield hostel for ex-offenders at Otterbourne near Winchester. This includes those released on license.

Annex A

Previous Research on the Kainos Challenge to Change Programme

Background

1. The Kainos programme Challenge to Change started in 1999. It was given Prison Service Accreditation in 2007 and accredited by the Correctional Services Accreditation Panel (CSAAP) in 2009, using Theory and Programme Manuals from 2007. The programme was restructured during this period to meet CSAAP requirements, although the essential hybrid nature of a CBT programme set in a therapeutic community, was retained. It has been run in various prisons since 1999, most recently at Haverigg, Ranby and Guys Marsh. The programme was reaccredited in 2014 and some changes made to its content at the suggestion of CSAAP.

Databases

2. Kainos routinely maintains good databases of all its programme participants, especially the over 1,000 graduates since 1999. These are used to carry out routine internal monitoring of prison discipline, psychometric change and return to prison rates. Kainos also carries out independent external research, under the guidance of independent expert advisors: (Dr Burnside, Bristol Univ, 1999-2000, Professor Sir Tony Bottoms, Cambridge, 2000-2004: Prof Chris Lewis CBE, Portsmouth 2004-16: Tom Ellis, Portsmouth 2005-2016) Teams from Bristol, Cambridge, Leicester and Portsmouth Universities have carried out the research at various times. Reconviction analysis has been carried out as well as more qualitative analyses. Reports not available on web sites can be provided if wanted.¹⁹

Reconviction analyses

3. **Reconviction rates** have been measured by Burnside et al, 2002²⁰; Rose 2002²¹; Ellis and Shalev, 2007²² and Ellis, 2012²³.

4. Burnside's study, using data for 2001 found no basis for concluding that Kainos graduates had lower reconviction rates than released prisoners generally. Rose's study, using data up to 2002, was more positive and showed a reduction of 13 percentage points from the predicted 38% to the actual 25% for the 2-year reconviction rate for prisoners that had spent 6 months or more at The Verne.

¹⁹ From the authors of this report at chris.lewis@port.ac.uk or tom.ellis@port.ac.uk

²⁰ Burnside, J., Adler, J., Loucks, N. & Rose, G. (2002) *Kainos Programme Evaluation* written up in book form in Burnside, J., Adler, J., Loucks, N., Rose, G. and Bottoms, A. (2004) *My Brother's Keeper* Willan Publishing

²¹ Rose, G., (2002) *Kainos Community: a two year reconviction study*, Cambridge University, July 2002.

²² Ellis, T. & Shalev, K. (2007) *Evaluation of the Effectiveness of the Kainos 'Challenge-to-Change' programme*

[http://media.wix.com/ugd/a5d298cf2e3b9e03da51d5021a680d80.ugd?dn=FINAL PORTSMOUTH REPORT 24 weeks.pdf](http://media.wix.com/ugd/a5d298cf2e3b9e03da51d5021a680d80.ugd?dn=FINAL%20PORTSMOUTH%20REPORT%2024%20weeks.pdf)

²³ Ellis, T. (2012) Kainos Community Reoffending Evaluation: 3rd Evaluation – 1 August 2012

5. The 2007 study, of graduates during the period 1999-2003, showed a reconviction rate of 35%, significantly lower than a predicted rate of 50%: a reduction of 15 percentage points.

6. The 2012 study is the most recent reconviction study. It used the same raw data as the 2007 one but a much more sophisticated form of analysis involving matched samples. It was based on conviction data of Challenge to Change graduates from the Ministry of Justice and convictions of a matched data which MOJ produced of similar characteristics to the C2C sample. The results were extremely positive:

d. The frequency of proven offending after 1 year for Kainos graduates (0.54) was significantly lower than for the comparison group (0.83).

e. The frequency of court convictions and cautions after 1 year for Kainos graduates (0.29) was significantly lower than for the comparison group (0.45).

f. The 1-year re-offending rate for the Kainos group was 18.5% compared with the re-offending rate for the matched comparison non-Kainos group of 23.5% (The comparable national rate for released prisoners was approximately 26%)

g. This shows that the Kainos group achieved a 5 percentage points lower proven re-offending rate than the comparison group. Whilst a 5% point reduction is very impressive compared with that for other interventions, from a purely 'statistical' perspective it would be regarded as of 'marginal significance' at $p = 0.079$. This is partly because of different recording practices for release dates between the MoJ data base and the Kainos MIS and partly because the MOJ could only match records of 340 of the 866 graduates sent to them from Kainos, resulting in a smaller and less representative sample.

7. Kainos reconviction analyses suffers from the same problems of interpretation of all offender programmes, namely:

a) one can never be sure that reconviction rates are only influenced by the programme being evaluated and

b) programmes themselves gradually evolve over the years and are delivered by different people sometimes in different environments.

8. The value of Kainos analysis has been recognised by MOJ. In an e-mail of October 2011, from Dr Ruth Mann (NOMS), when speaking of Challenge to Change, stated, '*There are no other accredited programmes that have stronger evaluation designs at the moment apart from ETS.*'²⁴

9. Due to the short period of the current Challenge to Change contract it has not yet been

²⁴ ETS, now renamed TSP, was evaluated by means of a Randomised Control Trial (RCT) paid for by the MOJ. The RCT approach is not feasible for C2C due to the relatively small current number of prisoners involved, the associated likely costs (of over £100,000) and the length of time required.

possible to produce reconviction rates for those released from Haverigg, Stocken or Guys Marsh, as not enough time has elapsed to obtain a sample of sufficient size. Details of 138 graduates released from these prisons have been sent to the Justice Data Lab to compare their reconviction rates with a matched sample and will be forwarded to NOMS once the details have been made available by the JDL.

Qualitative analysis

10. **Qualitative analyses**, based upon interviews with Kainos and HMPSD staff as well as with prisoners **are** also been carried out from time to time. The purpose of such research is to inform whether changes are advisable in programme content, staff training, or relations with Prison Service staff. Such reports can be historic and do not refer to the position today but show the importance of research to Kainos as a management tool, as much as a way of justifying future funding.

11. Burnside conducted interviews with staff and prisoners in 2001 looking at Challenge to Change in the context of faith programmes he researched at the time. However, by 2009, faith elements of the programme had been removed and the 2009 accreditation panel was able to judge Challenge to Change in the context of all Cognitive Behavioural Therapy and Therapeutic Community programmes.

12. Lomas and Rogers²⁵, as part of an internal management exercise to improve delivery of the programme leading up to accreditation, also conducted interviews with staff and prisoners.

13. Horton²⁶ interviewed staff and collected information from questionnaires completed by prisoners at Stocken. His thesis confirmed that participants in the programme regarded the Challenge to Change programme to be more integrative than other state-run prison programmes.

14. **Other research** is carried out from time to time: eg the University of Portsmouth carried out an estimate of the level of potential savings that could be achieved by Kainos programmes in 2009²⁷, based upon Challenge to Change yielding lower reconviction rates.

²⁵ Lomas and Rogers, 2008 *Kainos Community: Reports on Stakeholder responses*, Internal Kainos documents.

²⁶ The Challenge to Change: *Is Reintegrative Shaming Theory (RST) applicable in modern British prisons?* Horton, R. Thesis for BSc in Criminal Justice, 2011, Portsmouth University.

²⁷ See *Calculations of Potential Savings for Kainos Challenge to Change Programme*, Institute of Criminal Justice Studies, University of Portsmouth, UK, 2009.

ANNEX B SEMI - STRUCTURED INTERVIEW SCHEDULE FOR PRISONERS ON KAINOS CHALLENGE TO CHANGE PROGRAMME: SUMMER 2016

Introduction

You will have received an information leaflet and signed an informed consent form [CHECK]. You were chosen because you are either on the Kainos programme Challenge to Change or have previously started on the programme

Just to remind you that you can decide not to answer particular questions and can withdraw from the interview at any time.

We are interested in the overall view of staff. Your responses will be merged with those from other Kainos staff. All responses will be anonymised and no data will be recorded linking you to your responses. No staff members will therefore be identifiable in any reports on this project.

This interview is designed to last about an hour and will focus on your experience and views related to the Kainos programme.

If you feel that a particular question is better answered by someone else please pass on to the next question.

The first sections are to get a picture of your background and how you heard about Challenge to Change

1. How you heard about Challenge to Change

- Had you heard about the programme before you came to HMP [State current prison]?
- Which prison were you at when you first heard about C2C?
- How did you first hear about C2C [PROBE; FROM A PRISONER, MEMBER OF STAFF, OTHER.]
- How was C2C described when you first heard about it? [PROBE FOR SIMILARITY TO OTHER PROGRAMMES, WHETHER FAITH-BASIS WAS MENTIONED: WHETHER HYBRID NATURE OF PROGRAMME WAS MENTIONED]
- What was your first reaction to hearing about C2C [PROBE WHETHER C2C WAS 'JUST ANOTHER PROGRAMME' OR WHETHER PRISONER WAS ATTRACTED BY EG. ITS FAITH BASIS OR HYBRID NATURE.]

2. Your experience of other programmes

- Did the prisons you have been in offer any other similar programmes to C2C: ie either Cognitive Behavioural or Therapeutic Community programmes? Please specify.
- Did the prisons you have been in offer programmes such as drug rehabilitation? Please specify.
- Have you been on any of these programmes before C2C: If so which were these?
- Did you complete the programmes: If not what was reason for leaving. [PROBE for whether leaving was voluntary or caused by regime problems: eg un able to fit programme in: move of prison: failure to meet programme standards]
- On a scale of 1 to 7 (Very good) How successful did you feel the programmes were that you attended before C2C?

3. Your experience of being selected for Challenge to Change

- Do you know how you were selected for C2C? Please specify [PROBE FOR VOLUNTARY APPLICATION: SUGGESTION FROM PRISON/KAINOS STAFF.]
- When did you start the Challenge to Change programme?
- Did you come from another prison specially to be on C2C?
- Do you have any suggestions for changes/improvements in selection?]

LOOKING AT THE CARD

BASED ON YOUR, THINKING ABOUT THE SELCTION PROCESS OVERALL,
HOW WELL DO YOU THINK IT WORKS IN ENSURING THE PRISONERS
ADMITTED TO C2C ARE THE RIGHT ONES?

[USE CARD WITH LIKERT SCALE FROM 1=Poor to 7 = Excellent]

4. Your experience of being on Challenge to Change

- How many others are on your programme? Have there been many drop-outs?
- How far have you got through it? If left the course PROMPT FOR WHETHER THIS WAS VOLUNTARY, OR DUE TO SOME PROBLEM SUCH AS FAILING TO MEET STANDARDS: TIMING DIFFICULTIES SUCH AS COURT APPEARANCES, ETC]

[IF LEFT THE COURSE, OMIT ANY FURTHER QUESTIONS THAT THE PRISONER COULD FIND DIFFICULTY IN ANSWERING]

- C2C is supposed to be designed so that lessons learned in classes can be put into practice on the wing. Can you say whether and how this is achieved?
- Do you think this is a positive feature of C2C? Are there any problems with it?
- Have you had any absences from the programme due to local circumstances such as security schedules, room availability, staff availability etc?
- Which parts of C2C do you particularly enjoy?
- Are there any specific positive things about C2C you would like to comment on?
- Are there any specific negative things about C2C you would like to comment upon?

These sections deal with four specific issues: mentoring systems, volunteer participation, preparations for support on release, and keeping records.

5. Mentoring

- Is there a mentoring system where graduates from past courses help out?
PROMPTS IF YES
- How does it actually work?
- Do enough men volunteer to be mentors?
- Are there any improvements you could suggest?

6. What preparations are made in your prison for the time when C2C graduates will be released?

- Typically, in your prison how long do expect to be in prison after C2C before they released?

- What town do you come from? Do you intend to return there after release? If not do you have any other part of the country in mind?
- Have you been told about any special arrangements for support after release which C2C will try to arrange for you? Please specify? [PROMPT for other bodies involved]

7. Volunteer Participation

- Is there a system in your prison that allows volunteers to come in from the local community to support the work of C2C?
[PROMPT for details of numbers, how often, whether volunteers are part of a support process after release, other staff with knowledge, documentation]

8. Monitoring/feedback

- Do you have individual feedback as to how you are doing on the course? Is this useful to you?

In these final two sections, we would like to get a picture of what you think works well and where there is room for improvement and innovation in C2C in your prison.

9. Positive features

- What are the positive features of your prison that make C2C a useful programme for yourself? [PROMPTS good facilities; good selection of students; experienced Kainos staff; good mentoring systems; good arrangements for support on eventual release]

10. Specific challenges

- What are the specific challenges to C2C in your prison? [PROMPTS: the opposite of previously: poor facilities: inexperienced staff: poor or no mentors: poor support on release]

Is there anything else you wish to add?

If not then Thank you very much for taking part in this interview.

ANNEX C: QUALITY ASSURANCE AT HAVERIGG AND AT GUYS MARSH: EXTRACTS FROM INTERVENTIONS INTEGRITY FRAMEWORK REPORTS

IIF Overall Appraisal Haverigg:

HMP Haverigg scored a green rating in 3 of the 5 components of the IIF, which shows that programme integrity was being maintained within the areas; quality completions, programme delivery and the rehabilitative culture. Within the quality completions measures all Kainos group members were appropriately selected according to the risk & need criteria. Adherence to the selection process helps to ensure that participants receive the appropriate intervention for their particular needs, which in turn maximises the opportunity to effect change.

In terms of programme delivery the team consistently identified and planned appropriately to accommodate a range of diverse and often complex support needs. This considered approach enabled the participants to engage within sessions, as well as encouraging them to play an active part in the day to day community living environment. The team produced motivational reports for each participant which were enhanced by the report writing training facilitated by the KAINOS national development manager.

The rehabilitative culture was positive and supportive of programmes: eg. there was good support for facilitators, an effective management structure in place and the group rooms were of a good standard. Generally, participants were more positive about the Rehabilitative Culture (RC) than staff. Staff demonstrated higher levels of agreement for only 2 of 15 items, where participants demonstrated higher levels of agreement in 10 of 15. It may be beneficial to further explore the responses to better understand the situation and look at ways to address issues in order to develop the RC. For example, a greater commitment to staff briefings which should help staff understand their role within programmes and the establishments RC.

One component scored a red: programme integrity is compromised within the area of attrition. The sites completion rate was 64.6% which is significantly below the 90% acceptable level for completion. However, it is worth noting that it was only just below the national average which was 67.62%. The majority of non-completions were for “Misconduct-security”, “Behavioural problems not group related” and “Lack of engagement”. This is an area the team should focus on and ensure time is spent assessing the offender’s readiness to engage with treatment prior to starting the programme. Maximising completions will help ensure that benefits are realised in the most efficient and effective way possible.

The remaining component, treatment management, scored an amber green. It was evident that the treatment manager (TM) was being pro-active in providing supportive leadership. The TM also demonstrated effective and consistent leadership skills, especially in terms of challenging aspects of establishment support and issues around referrals. There was some insightful and supportive supervision, including facilitator skill development and general wellbeing. Areas for development included that each C2C graduate is able to take part in a formal post programme review so that they can evaluate their learning from the programme and be able to have a clear idea about future goals and support they require. The TM should also ensure that the frequency of staff supervision and session observations are facilitated in accordance with programme requirements and the team should continue to work across departments to further develop staff awareness training and establishment support for the fundamental community element of C2C.

IIF Overall Appraisal Guys Marsh:

HMP Guys Marsh scored a green rating in three of the five components of the IIF. This shows that programme integrity was being maintained within these three areas: quality completions, treatment management and rehabilitative culture. Within the quality completions measures all group members were appropriately selected according to the risk and need criteria's for TSP & KAINOS. All group members received the appropriate amount of sessions and at the appropriate rate. Delivering the programme as it is designed means that each participant gets the opportunity to learn and practise new skills at the appropriate dosage which in turn maximises the opportunity to effect change.

In terms of treatment management (TM), all TMs consistently delivered supportive and structured supervision sessions, detailed session observations which allowed facilitators to gain practical and workable knowledge to help improve their work with participants. There was also a consistent approach to post programme reports that ensured support was available for all participants once the programme was completed and realistic objectives were set.

Staff awareness briefings were delivered to 25% during the review period which met the requirement. The briefing material was targeted appropriately for the different types of staff members attending. Staff awareness briefings help to ensure that all staff have a good understanding of the programmes aims and their role in supporting individuals to achieve their goals

Generally, participants were more positive about the Rehabilitative Culture (RC) than staff. Staff demonstrated higher levels of agreement for only 5 of 15 items where participants demonstrated higher levels of agreement in 11 of 15. It may be beneficial to further explore the responses to better understand the situation and look at ways to address issues in order to develop the Rehabilitative Culture (RC).

The other key areas of development were within programme delivery and attrition rates, with attrition scoring an amber red and programme delivery receiving an amber green. The completion rates for KAINOS were significantly below the national averages and the expected requirements for completions. The majority of non-completions were due to "security- Drugs/SIR" and "Lack of engagement

Kainos

A review of the C2C materials has evidenced that the programme at HMP Guys Marsh is being delivered at a mostly achieved level. The delivery team consistently identified and accommodated a range of diverse and often complex support needs. This considered approach enabled the participants to engage within sessions, and encouraged them to play an active part in the day to day community living environment. Further strengths included the use of visual materials to engage the group, pro-social modelling of relationships, and some effective group management techniques which the team can build on when delivering C2C. Areas for further development related to the planning and understanding of some C2C material, ensuring that discussions remain responsive, and making sure there is consistency in terms of utilising a Socratic approach to explore the material.