

# ANNUAL REPORT 2017



**out**<sup>2</sup>  
Changing lives from  
the inside to the out

***“There is no force in the world better able to alter anything from its course than love”***

***Gregory J. Boyle, Tattoos on the Heart: The Power of Boundless Compassion***

## ON BEHALF OF THE TRUSTEES

As we look back on 2017, we are pleased to report another rewarding and successful year in which In2Out has continued to serve young people leaving custody.

Success is sometimes hard to define or measure in an enterprise motivated by personal faith. And, in a world where budgets, targets and outcomes are key performance indicators, it would be easy to forget the key beneficiaries whom we serve.

So, we endeavour to continue responding to the needs of young people leaving custody, showing care and support for those whose lifestyles have been chaotic and who are so often damaged as a result of their backstory. Our short-term, measurable results remain consistently dramatic and every week we hear from young people who have rebuilt their lives and found new purpose or direction after engaging with an In2Out mentor. However, the full impact of our work will, we believe, only be seen in years to come.

The last year has seen significant transition in the way our Charity is managed and operated – we welcomed a new Executive Director, re-organised our resettlement work, bolstered our Governance team and began to extend our geographic reach across the north of England. Our key drivers, however, and charitable ethos and collaborative practices remain the same. We endeavour to look past the offences committed by our Participants and see the person behind the mask and the potential they represent – and we continue to work actively with all departments within the prison service and alongside faith communities, supporting those from every faith or none.

In 2018, In2Out will celebrate 5 years of changing lives! Celebration really is appropriate. Both because of the great achievements of those who worked so hard over the past 5 years to build an organisation fit-for-purpose in a highly regulated and challenging sector and, more so, because of each of the individual young people whose lives have been changed.

As we move forward seeking to extend the work we do, we truly appreciate your interest and support.

On behalf of the Trustees of In2Out, thank you.



## HARRY

Harry lost his mum to cancer whilst he was still in custody. It hit him hard, although he refused to engage with any help to work through those feelings. When it came to the end of his sentence Harry asked us for help on release. He was rarely visited by family in custody and struggled in his relationship with them, particularly his dad. He felt like no-one was there for him.

On-the-out Harry initially struggled to keep a job. This knocked his self-esteem and made the loneliness feel even worse. Eventually, his mentor was able to support Harry to access and pass the tests to gain his Construction Industry health and safety card, which means he can now work on a building site. Since then he's gained employment labouring for a bricklaying firm and, although exhausting, his colleagues treat him with respect and he's finally earning some money, which in turn is building his confidence.

Having something to occupy his time also allowed Harry to come to the realisation that his casual cannabis use was having a detrimental effect on his wellbeing, making him irritable and paranoid. This was a huge revelation as he had previously just felt like everyone was out to get him and the world was against him.

Recently, Harry approached his mentor to ask for help looking for bereavement counselling which he has now started, and although it is a very uncomfortable thing to do he has recognised it is helping. We are so encouraged to see Harry taking responsibility and asking for the help he needs to get on with his life.





## FROM OUR EXECUTIVE DIRECTOR

2017 was a year of many changes for In2Out.

We successfully navigated the transition from a volunteer-led organisation to one having a core of employed staff, supplemented and supported by our network of faithful volunteers. In doing so, we have increased the resources available to support our young people leaving custody with regionally-focused Mentor Coordinators now covering more key areas across the north of England.

Our focus remained on HMYOI Wetherby, which provided 95% of our new Participants, the majority of whom came from chaotic backgrounds with few if any positive role-models to help them grow-up and navigate an often-daunting world after custody. Accessing safe accommodation continued to be a priority area for In2Out and the most pressing challenge for the young people, particularly immediately post-release, followed by securing opportunities for education, training or employment.

Yet, despite the changes and challenges, some things have remained the same - our focus on the young person and our commitment to stand alongside them when things get tough is as strong as ever. As is the dedication of our mentors who once again crisscrossed northern England in all weathers, often quite literally going the extra mile, to bring hope to very damaged and chaotic young lives!

*One day at a time...one life at a time.*

One of In2Out's adages is, 'We start from today'. We don't focus on the past, but we look to the future. This isn't always easy, for our mentors and not least for the young men leaving prison with whom we work. We live in a society that increasingly wants 'quick fixes' to problems, but in my first year with In2Out I have come to recognise the power of taking small steps, one day at a time. Great distances can be covered one step at a time, but it needs patience, care, wisdom, determination and commitment.

As an organisation, we don't see our success in helping young people to get their lives back on track as something that we do alone, but something that we do in partnership with all those organisations we work alongside to best support the young person, as well as all those who pray for our work and support us financially or with their time.



Mark Screeton, Executive Director

# In2Out Participant Snapshot 2017

In2Out work with 15-21 year olds in custody, the majority of whom are under 18.  
In 2017 we supported 71 young people.

## Reducing Reoffending

Reoffending by 15-18 year olds  
within 12 months of release



National Reoffending Rate



In2Out Cohort

## Our Support



340 Custody Visits



662 One-to-One  
Mentoring Meetings

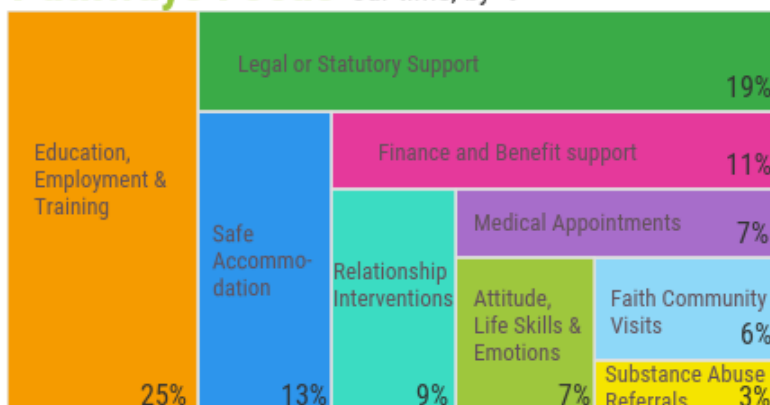


221 Employment,  
Education & Training  
Interactions



115 Safe  
Accommodation  
Interactions

## Pathways Focus our time, by %



The majority of our  
participants return to the  
North of England

## Young People In Custody\*

## In2Out Young People

42% of young  
offenders have been  
in care



52% of the In2Out  
cohort have been in  
care

31% of young offenders  
struggle with their mental  
health



54% of the In2Out  
cohort struggle with  
their mental health

45% of young offenders  
have substance misuse  
concerns



89% of the In2Out cohort  
identified substance  
misuse as a significant  
factor in their offending  
behaviour

\* Bromley Briefings Prison Factfile, Autumn 2017, Prison Reform Trust



## ACTIVITIES

During 2017, In2Out supported more than 70 young people leaving custody to resettle back into their communities. While the majority of our Participants continued to be 15-18 year olds leaving HMYOI Wetherby, we also worked with young people up to 21 years old as they left other custodial establishments across the north of England. Amongst the cohort that we supported we continued to see significant reduction in reoffending rates against the national statistics for their age group.

The challenges facing many young people leaving juvenile Young Offenders Institutions (YOI) are huge, coming as they do from chaotic lifestyles and fractured family contexts. Over 50% of the young people we worked with in 2017 have been in local authority care.

Cooperation with Youth Offending Teams, Probation Services and local authorities continues to help us enable young people to comply with their Court or Prison orders and to best utilise the care packages available to them. Partnerships with employers, education and training establishments and housing agencies have provided many new opportunities to underpin successful resettlement, as well as encouraging a meaningful use of time. One-to-one mentoring has introduced new thinking skills and improved responses to difficult situations, while providing an often lacking, element of emotional and empathetic support. Some young people have begun to engage with new communities of friends at college or in a faith community.

Wherever possible, there is early interaction with the young person within the prison establishment prior to release from custody. This helps to build trusting relationships that can then be carried forward into the community and reinforce continued positive engagement with the programme.

## VOLUNTEER CONTRIBUTIONS

Although 2017 saw a strategic shift to employing a small core of salaried senior staff to ensure the on-going sustainability of the Charity, much of the work of In2Out has been carried out by a volunteer workforce that remains vital to our continued success in supporting young people leaving custody.

In addition to the work undertaken by the Trustees, a further 20 or so volunteers have provided management support, one-to-one mentoring, administrative and fundraising support, DBS checking, chaperoning, IT sourcing and support, supervision, event catering and overall encouragement.

# ACHIEVEMENTS AND PERFORMANCE

Our key charitable objective is to reduce reoffending by young people leaving custody. The reoffending rate of our Participants within 12 months of release into the community is therefore a key performance indicator. Analysis of our 2017 data shows a reduction in recidivism by those supported by In2Out of at least 50% when compared to the national statistics for this age group.

Notwithstanding this, whilst some of our Participants have returned to custody, many who have had a long history of offending have remained accountable to In2Out and stayed out of trouble for much longer and the severity of the offences by those who do 'cross the line' again is much lower.

## Service Delivery

Mentoring and Befriending by In2Out is facilitated by regionally focused Mentor Coordinators who in 2017 were based in the areas of West Yorkshire, South Yorkshire, North Yorkshire and Humberside. They in turn recruit and supervise a dedicated network of volunteer mentors to support young people locally while a number of peripatetic mentors worked with those returning to other areas across the whole of the North of England.

During 2017, In2Out received over 110 new referrals and it went on to work more closely with a total of 71 young people as they prepared for release from custody and then reintegrated back into their communities. Each young person is unique and as a result has unique needs, the response to which must be tailored accordingly to achieve the best outcome. Our mentors work across the range of recognised resettlement pathways of 'Accommodation', 'Education, Training & Employment', 'Health, Substance Misuse', 'Relationships', 'Finance, Benefits & Debt', 'Attitudes and Thinking', as well as 'Faith', 'Emotions' 'Offending Behaviour' and 'Life Skills'.

**"I'm really grateful to you guys.  
In2Out has stuck by him when no  
one else has."**

**Participant's Mother**



## JIMMY

Jimmy grew up in difficult circumstances. An unstable family life led to him being taken into care as a young teenager where sadly he encountered further trauma and loss. As his life spiraled out of control Jimmy became a prolific offender. We met him during his 12-month sentence at HMYOI Wetherby where, on release, he was assessed as being particularly vulnerable and at high-risk of reoffending. Statutory authorities, and Jimmy himself, predicted a quick return to custody.

Jimmy asked for support from In2Out as he recognised he needed help to change and make a fresh start. Initially, his main goal was to find employment so he could spend his time in a more meaningful way. We supported Jimmy through this process, helping him write a CV, finding and completing job applications and practicing interview techniques. With our support, and through determination and hard work, Jimmy managed to secure a place on an apprenticeship, which he really enjoyed.

Over the year that we worked with him, Jimmy decided to reduce the regularity of contact with his mentor which was encouraging, as this showed that he had moved from a place of dependence to greater independence. However, as always, we stressed that the door remained open for him. At a moment when things did take a turn for the worst, and he was at risk of becoming homeless, he got in touch and his mentor was able to get him back on track.

After a year 'on the out' Jimmy said with a big smile on his face, "This time last year when I was released from prison I really thought I would have been back in by now". Through Jimmy's determination and the support of his In2Out mentor he managed to overcome the significant challenges he faced. Jimmy has been out of custody now for 20 months, is living independently and is looking at a bright future without crime - something neither he, nor many others, thought possible when he left Wetherby.

**"The impressive In2Out mentoring scheme continued to support boys...before and after release."**

HMIP inspection report of HMYOI Wetherby & Keppel, 2017

# ACHIEVEMENTS AND PERFORMANCE (CONT.)

## Delivery Partnerships

Our work with young people prior to release has been made possible through the positive working relationships we have established with Young Offenders Institutions. HMYOI Wetherby continues to be our primary feed for 15-18-year-old Participants, with significant referrals from both Chaplaincy and Casework teams. In addition, we continue to have excellent collaboration with:

- HMYOI Deerbolt
- HMP Wealstun
- HMP/YOI Moorland
- HMP/YOI Hindley
- HMP/YOI Doncaster
- HMP Swinfen Hall

Post-release support continues to be provided in collaboration with the Youth Offending Teams and Probation Services, with strong working relationships with both statutory services in all the key geographic areas of return in which we work.

## Working Practices

In support of our Mentors, we provide online induction and safeguarding training, which is especially useful for those volunteers working further afield. In addition to this, and an individual staff supervision programme, we offer quarterly training events to contribute to continuous personal development for all our staff.

## Providing Local Presence

Our office, immediately outside the main gate at HMYOI Wetherby, and provided courtesy of the Governor, allows In2Out staff who have the required security clearance access to the prison to meet regularly with young people in custody. The location also greatly facilitates us meeting with all the relevant statutory agencies working with the young person prior to release.



On average we are supporting 50 young people every week...



investing 3-4 hrs with or on behalf of each, whether in custody or in the community

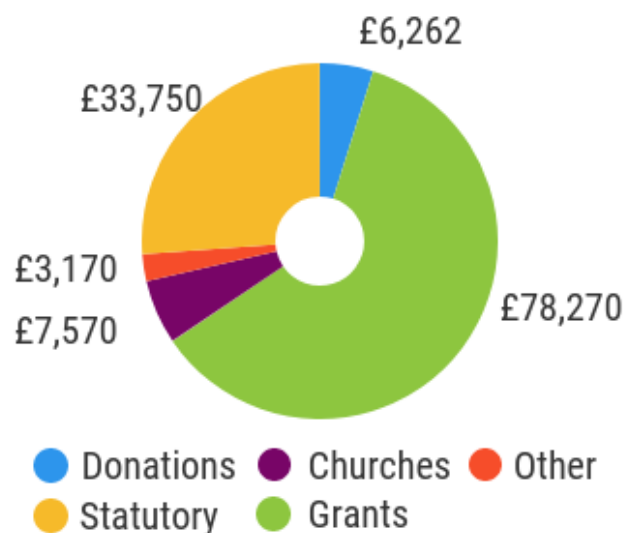
## Ronan

Having witnessed and suffered terrible domestic abuse as a child Ronan, 16, had committed a string of offences before arriving in custody at HMYOI Wetherby. Serious about change, Ronan started working with his mentor from In2Out whilst still in prison. On his release from custody and unable to return to his home town Ronan needed to start again. His mentor was able to help secure safe accommodation, get him some identity documents, as well as getting him back into education.

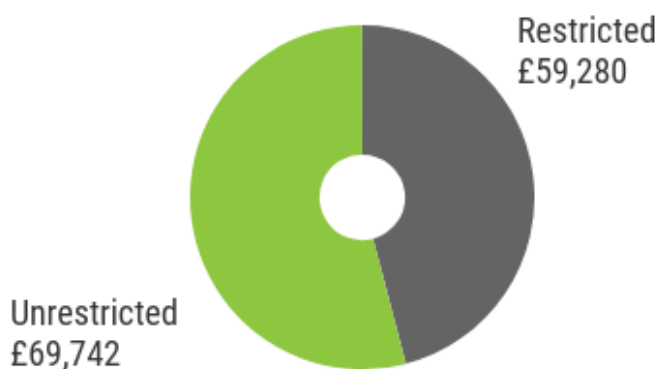
6 months on Ronan is still 'on the out', regularly meeting with his mentor and focusing hard on keeping to his strict license conditions. He continues to turn up on time to meetings with a positive attitude and is keeping away from his old group of friends. It's been tough, but he's made some new friends who are working full-time which is inspiring Ronan to seek out full-time work opportunities himself. The road to getting a life back on track is rarely an easy one, but we know that each week Ronan can stay on the straight and narrow and build positive experiences is a step nearer to his goal of building a stable and sustainable life for himself.

# In2Out Financial Snapshot

## Income Sources:



Income: **£129,022**



Expenditure: **£100,243**



More than 95% of expenditure directly supports participants

£

Value:

Annual cost to support one In2Out participant is c. £4K



Annual cost for custody for one young person is c. £100K



## Reserves:



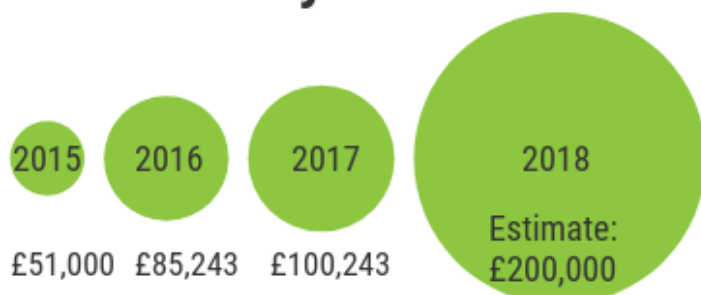
Our goal is to maintain 6-9 months of expenditure in reserves to ensure the continuity of support to vulnerable participants

Reserves:  
**£135,594**

Unrestricted  
£60,802



## Sustainability & Growth



We will continue the transition, started in 2017, towards having a core of employed staff & Mentor Coordinators. The growth in expenditure anticipated in 2018 will be backed by funders passionate about our work.



# FINANCIAL REVIEW

## Accounting Procedures

In2Out employs cash based accounting.

We maintain dual-control across all our financial procedures, with live accounting data available on independent cloud-based financial accounting systems.

In2Out has had its accounts independently examined as revenue in 2017 remains below the threshold that requires a full audit.

## Source and Application of Funds

Funds for the operation of In2Out during 2017 came from the generosity of a number of trust and grant funders, supporting churches and personal gifts.

The application of funds has been almost entirely focused on the direct support of the In2Out Participants. This has provided the salaries and expenses of 3 employed workers during the first half of the year, rising to 6 employed workers at the close of the year, as well as all volunteer expenses.

### Bankers:

CAF Banking Limited  
25 Kings Hill Avenue,  
Kings Hill, West Malling,  
Kent, ME19 4J

Sort Code: 40-52-40  
Account No: 00023889

# STRUCTURE, GOVERNANCE AND MANAGEMENT

In2Out was registered as a Charitable Incorporated Organisation (CIO) by the Charity Commission for England and Wales in December 2013.

Governance and oversight of the Charity is provided by a board of Trustees.

The Executive Director is responsible for day-to-day operations.

Regional Mentor Coordinators manage the volunteers in their geographic area and take responsibility for service provision for all Participants there.

## Objectives

These are summarised from the constitution of In2Out as follows:

“...To promote the relief and rehabilitation of persons who are presently, or have been, or are at risk of being detained in any penal or correctional establishment in the United Kingdom with a view to helping them better reintegrate into society and preventing re-offending.

The organisation applies Christian principles through the work so carried out...”

## Trustees serving in 2017

Mr. Terry Wilcox - Chair

Ven. Paul Hooper

Mrs. Lis Wilcox

District Judge Jillian Bell

Mr. Alan Lindsay

Dr. Michael Beer

Mrs. Jenny Byrne

Revd. Jon Swales

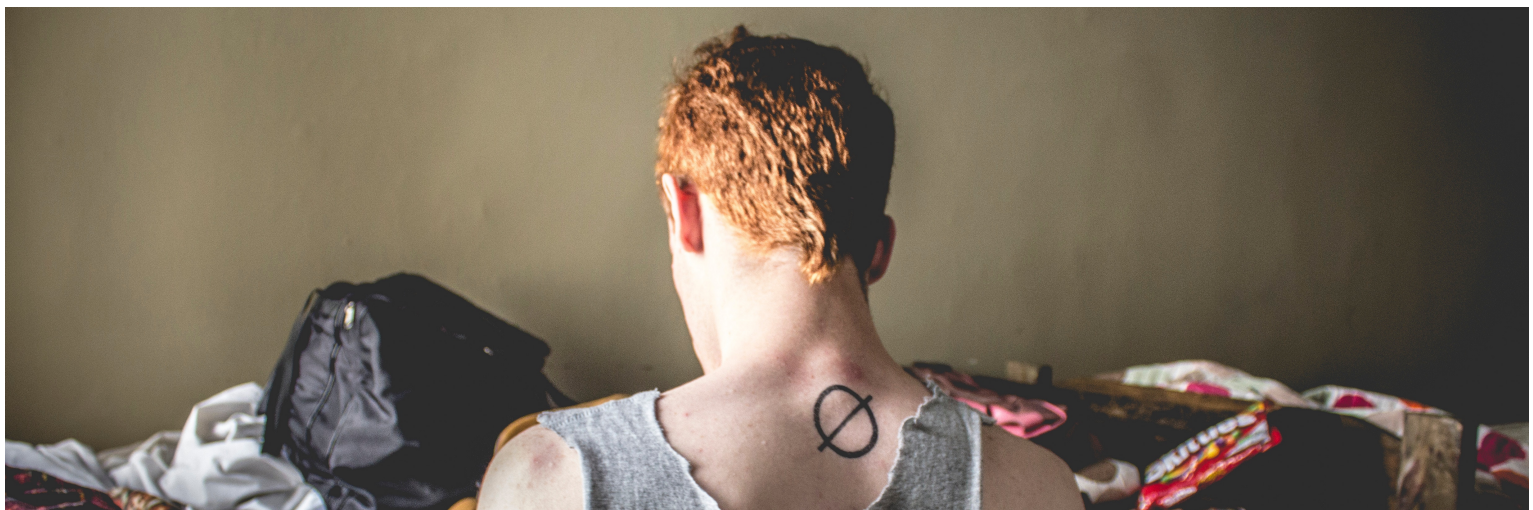
Ms. Joanna Clarkson - Treasurer

Dr. Tony Fennerty

Mrs. Maggie Claridge - Secretary

Independent Examiner

Eileen J. Peacock



**“I’m so thankful to have you  
guys...I don’t have anyone else.”**

**Harry**

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**Charity No. 1154984**

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