
New Hope Mentoring
Programme

Independent Evaluation
May 2007

Consultant's Statement

Wider Impact Consultancy is pleased to commend the New Hope Mentoring Programme. The programme is on course to achieve objectives and is achieving 'Value for Money'. It is professionally delivered and is playing a positive approach toward the rehabilitation of offenders in the Birmingham area.

Edwin Lewis, Wider Impact Consultancy
May 2007

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New Hope Mentoring
Project



'Everyone who leaves prison should have access to a mentor like mine.'
Clare, aged 22

Report Commissioned by

New Hope Mentoring
Programme

Delivered By Wider Impact Consultancy

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1. Executive Summary

The general feature of all mentoring programmes is the contact of a less experienced or 'at risk' individual with a positive role model. The mentor is more experienced and often older in the hope that the mentor can provide guidance, advice and encouragement that help to develop the competence and character of the mentee (Rhodes, 1994).

The New Hope Mentoring Programme meets such definition and introduces a further element – 'faith'. The programme is based in a church and is managed by people who are proud to be Christians. Whilst not a prerequisite to either offenders or mentors becoming involved, the New Hope Team are unflinching in their belief that their faith has a role to play in the rehabilitation of offenders.

Whilst this research is not about establishing whether 'faith' is making a difference, we could not fail to take note of 'good people' who are driven by altruistic objectives; rather than individual advancement. The Programme maintains a solid base of volunteer mentors, who never seem to let their grateful and appreciative clients down.

Although a relatively small number of case studies have been carried out, evidence of re-offending patterns and follow up meetings with mentors and partner-agency members indicate that objectives are being achieved. Re-offending is being significantly reduced and clients feel able to tackle negative influences such as drug abuse and manipulative partners.

A strong message that comes out the evaluation is the role mentors have in the rehabilitation of offenders, particularly prior to and at the time of their release from prison and / or at a point when they decide to turn their lives around. It is becoming clear that no other agency is as equipped to support offenders with what they need during what we believe is a 'window of opportunity'.

It is important to recognise the potential cost benefits of such programmes, as demonstrated by evaluations carried out by **Dr Joanne Portwood** (April '04) of the Swansea Community Chaplaincy Project and **Wider Impact Consultancy** (2006) of the North Staffordshire Community Chaplaincy Project (see http://www.widerimpact.com/docs/community_chaplaincy_project.pdf).

The Swansea project evaluation highlighted an average of **22%** of offenders who participated in the project had re-offended, against a national average of **58%**. The North Staffordshire project evaluation highlighted that fewer than **20%** of offenders who participated in the project re-offended.

Based on the costs of keeping an offender in prison, evaluation of the North Staffordshire project indicated a saving of **£1.9m** and an annual saving of **£1m**. There is no reason to doubt that the New Hope Mentoring Programme is achieving similar costs savings and of course helping to reduce crime and burdens on an over crowded prisons.

Returning to faith, we feel a client's comments during a case study interview best identify what drives the New Hope Mentoring Team:

*'It was in my cell that I understood the power of prayer. I found God and knew he would save me'.
'I was given strength I never had before and knew I would be alright. I was not on my own'*
(Kyle, aged 26). Such is the role of mentors ...

Wider Impact Consultancy is pleased to commend the New Hope Mentoring Programme and recommends that those who have responsibility to support ex-offenders, reduce crime and reduce prison populations, take note of the findings of this report and explore how they can support the Programme's ongoing development and delivery.

2. Acknowledgements

Wider Impact Consultancy would like to thank the following for their efforts in making this report possible:

Clients (Names changed)

John, Simon, David, Kyle and Clare

New Hope Mentoring Programme

Penny Howe, Steering Group Chair

Dr. Richard Stunt, New Hope Mentoring Programme Manager

Rachel Simpson, Lead Mentor Coordinator

Amanda Parker, Mentor Coordinator

Rumana Khatun, Mentor

Abdul Muktadir, Mentor

All Mentors who attended a workshop in support of the research

Partner Agency Members

Pat Wing, Balsall Heath Neighbourhood Forum

Kevin Borg, West Midlands Police

Vanessa Geffen, HMP & YOI Swinfen Hall

Pete Knapton, HMP Brinsford

West Midlands Police

Contributions have included data, information, and time and, most importantly, honest feedback on how the New Hope Mentoring Programme is making a difference to the lives of vulnerable ex-offenders and wider community members.

3. Terms of Reference

Wider Impact Consultancy was commissioned to carry out an independent mid-term evaluation of the New Hope Mentoring Programme, with objectives to establish if the Programme is:

1. Achieving objectives agreed with funders and partner agency members.
2. 'Fit for purpose' and professionally delivered.
3. Delivering 'value for money'; and not duplicating or replicating existing services available to offenders;
4. Delivering a useful and valued service to offenders (clients).
5. Supporting mentors.

We were also asked to:

1. Explore opportunities to expand the Programme across the wider Birmingham area.
2. Make recommendations on the 'way forward' for the Programme.

4. Methodology

A number of research tools have been utilised:

1. Desk research.
2. Analysing data and information kindly provided by the New Hope Mentoring Programme and partners such as West Midlands Police.
3. 1:1 interviews with Programme staff i.e. Steering Group, full-time staff and mentors.
4. Shadowing Programme staff as they carry out tasks / meetings.
5. 1:1 interviews with multi-agency partners.
6. 1:1 interviews with clients.

5. Introduction

Based on a similar programme in the US city of Boston, the New Hope Mentoring Programme has been providing a fresh start for offenders aged 18 to 35, since its launch in January 2003. The current team of one full-time and 2 part-time staff match mentees with volunteer mentors, many of whom have strong faith links and a desire to make a positive difference to the lives of people most in need.

Originally instigated by a senior West Midlands police officer, the New Hope Mentoring Programme aims to use the inspiration of the Boston experience to tap into the wider Birmingham based faith communities to provide mentors from mosques, churches and other places of worship to help offenders maintain a drug and crime free life style. Mentors support mentees through friendship, 'being there' to help with life-skills, access to educational and vocational training, healthcare and accommodation issues.

The programme has been independently evaluated twice previously by Crime Concern, the most recent being June 2005. Both reports have been positive, recognising the role the programme is having in the Birmingham area in assisting in the rehabilitation of offenders.

It is the purpose of this report to 'get behind the scenes' to gain an in-depth understanding of the impact the New Hope Mentoring Programme is having on the lives of those it was set up to support. We have been keen to understand why both mentees and mentors develop such positive relationships and what 'added value' the programmes brings to the 'offender journey'.

We have searched for 'hard evidence' that offending patterns are being broken and mentees are likely to become contributing members of society, rather than a drain on ever scarce resources. We have also explored wider impacts, such as what mentors are getting out of the experience and why they give up their valuable time to support strangers who may not repay their efforts.

It is an aim of this report to be objective, informative and hopefully become one of a number of tools, to be used by those charged with rolling out innovative best practice approaches to breaking cycles of re-offending.

6. About the New Hope Mentoring Programme

Mission Statement

The New Hope Mentoring Programme aims to provide a fresh start for offenders aged 18 to 35 years, who have been involved in drug related crime. Through mentoring and befriending, we hope to enable offenders to move on so they can live a drug free, crime free lifestyle.

Key Targets 2003/07

Appendix A provides details of targets from 2003 to 2007. Outputs and outcomes have on the whole been achieved by widening the scope of the programme beyond the E3 Police Operational Command Unit to Birmingham wide.

Funding

The following organisations have awarded **£306,924** to the New Hope Mentoring Programme (up to December 2006).

- Baron Davenports Charity
- Birmingham CSP – NRF
- Birmingham CSP – SRB4/AWM
- Birmingham Drug Action Team
- Church Urban Fund
- Comic Relief
- Grantham Yorke Trust
- Lloyds TSB
- Faithworks Award
- Faith Communities Capacity Building
- Spring Harvest Charitable Trust
- Tudor Trust
- Westhill Endowment Trust
- West Midlands Police E3 OCU, BCU Fund

New Hope Team

Based at the Good Neighbour Centre, Balsall Heath, Birmingham the programme operates in the E3 West Midlands Police area (Balsall Heath to Acocks Green) and clients are accepted from across the Birmingham area.

Steering Group

Penny Howe (Chair)	Member of Good Neighbour Centre
DCI Sally Holmes	West Midlands Police, Crime Manager E3 OCU
Pat Wing	Balsall Heath Forum Neighbourhood Manager
Darrell Holmes	Pastor Edward Rd Baptist Church
Mike Peart	Mentor and representative of Edward Road Baptist Church
Vannessa Geffen/Jay Muggeridge	Representing the Governor of HMP Swinfen Hall

Team Members

The New Hope Mentoring Team currently comprises of 1 full-time, 2 part-time staff and 26 volunteer mentors.



Photo: Programme Manager, Dr Richard Stunt; Rachel Simpson, Lead Mentor Coordinator; Amanda Parker, Mentor Coordinator; and Steering Group Chair Penny Howe.

It is significant that the full-time staff are an experienced and respected team, bringing their own particular skills and experience to the programme, such as their faith, strong community links, business experience and in case of one of the Mentor Coordinators, experience of being an ex-offender, with an in-depth understanding of the challenges women face when attempting to turn their backs on crime.

Mentors

All mentors are volunteers and as Appendix B outlines, the programme is able to recruit and maintain a diverse team of mentors.

Figure 1 provides an overview of the number of current male and female mentors. Figure 2 provides an overview of the age of mentors. It will be noted that the majority of mentors (53%) are aged 25 to 49 years.

Figure 1

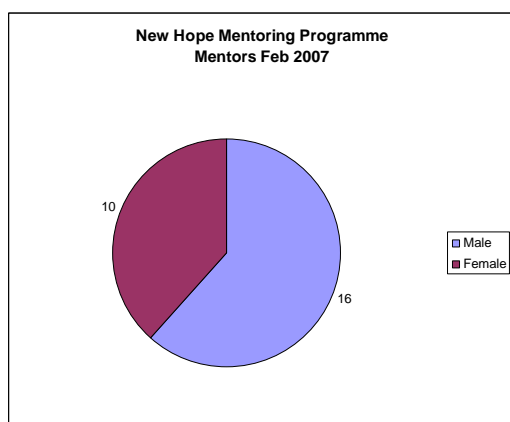
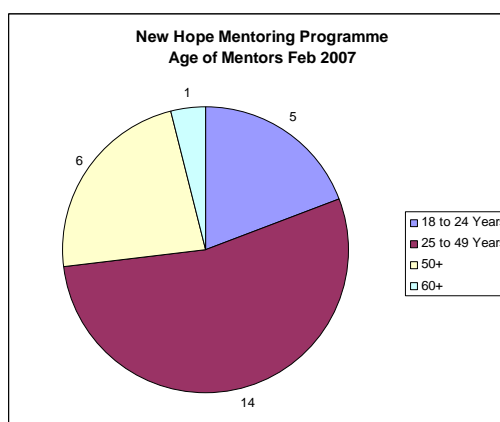


Figure 2



62% are non-white British. 85% are in employment and the programme has retained 42% of its mentors for over 3 years.

When asked as a group, reasons for supporting the programme, responses included:

- *Christ*
- *Give something back to society*
- *Help – support others in need of support*
- *Retirement*
- *To give something back to the community / society*
- *Pass on experience / share knowledge*
- *Passion to help the young, who don't have positive people in their lives*
- *Previous experience of helping young people*
- *Helping young people to achieve*
- *Desire to positively influence*
- *Structured approach*
- *The idea I may be useful with transferable skills*

7. New Hope Programme Mentoring

Wider Impact Consultancy has been impressed with the attention to detail and the importance the programme places on recruiting, training, retaining and linking mentors to mentees. As an approved **Mentoring and Befriending Foundation** provider, the programme ensures all mentors receive structured training in becoming a mentor and are constantly supported by the full-time team.

We have particularly noted links with **HMP & YOI Swinfen Hall** and **RESET** an ESF **Equal** funded project, which is designed to improve resettlement outcomes for young people and young adults leaving custody (Further information about RESET can be found at www.reset.uk.net).

Award Winning Programme

The New Hope Mentoring Programme is proud of a recent award featured at figure 3.

Figure 3



Faithworks is a movement of thousands of individuals, churches and organisations motivated by their Christian faith to serve the needs of their local communities and positively influence society as a whole (See www.faithworks.info).

Policy Pack

The programme maintains an impressive, high quality Policy Pack, which includes documents such as:

- Background information for the New Hope Mentoring Programme
- Outline of mentor training
- Mentoring policy overview
- Mentoring referral form

- Mentor/mentee matching form
- Mentoring contract and personal action plan
- Mentoring meeting record sheet and mentoring final report
- Equal opportunities policy
- Risk assessment policy
- HIV/HEP B policy
- Harassment / inappropriate behaviour policy
- Confidentiality policy
- Complaints procedure policies
- Lone working policy
- Information exchange policy
- Disclosure policy

The Views and Opinions of Mentors

As already highlighted, Wider Impact Consultancy took the opportunity to meet with New Hope mentors in a workshop setting, to gain an understanding as to why they become mentors, what they get out of it and how they feel the New Hope Mentoring Programme could be improved.

We are particularly impressed with the positive outlook of the mentors, which is reflected in the cover of and contents of the adjacent publication (*Community Care*, March 2006), which features the New Hope Mentoring Programme. Mentors were asked:



What do you get from being a mentor?

- *Fulfillment*
- *Satisfaction*
- *Learning process*
- *Reflective Learning*
- *Youth Expand my knowledge*
- *To use my wisdom to help support young people change their lives and support the community*
- *The hope of helping*
- *Not giving up on impossible people*
- *Helping young people develop a sense of worth*
- *Rewarding as well as frustrating*
- *Recognising self in others*
- *Satisfaction that I am able to help and encourage*
- *Joy of seeing young people achieve and improve their lives*
- *Network expansion*
- *Inspiration – seeing change*
- *Fun!*

Comment

It is apparent from the response to this and the previous question (why they are supporting the programme - see page 7), that New Hope Mentoring Programme mentors are on the whole driven by altruistic objectives, with a strong desire to do good; rather than personal gain and advancement.

Challenges

Understanding the demanding role of being a mentor. Wider Impact Consultancy was keen to explore some of the challenges that the mentors are currently facing.

- *Set backs to expectations*
- *Fear of failure*
- *Establishing a positive influence as a new person, an outsider to the mentees community*
- *Initial barriers to engagement*
- *Peer pressure*
- *Negative role models*
- *Persuading the mentee he / she has value*
- *If we are providing enough support*
- *The 'system' – police, probation etc.*
- *Attitude of other agencies*
- *Perceived role - what mentees and other agencies think of you*
- *DRUGS, DRUGS, DRUGS*
- *Having to be detached from situation*
- *Time (X6)*
- *Organising time to meet mentees*
- *Capacity*
- *Winter time makes it difficult to attend meeting*
- *Chaotic life*

Comment

It is apparent that the mentors as a group are realistic of what they can achieve with available resources; and understand with a little frustration, that other agencies such as the police and probation service may not fully appreciate the role mentors play in the rehabilitation of offenders.

Multi-Faith Issues

Whilst the New Hope Mentoring Programme makes no apologies for being a faith-based programme, there is no evidence of faith (Christian or otherwise) being a prerequisite of becoming a mentor, mentee or employee. It is apparent that the programme is based at the Good Neighbour Centre, because it was agreed at the early set-up multi-agency/faith meetings that it was the best location for the programme and the Good Neighbour Centre management team are the appropriate 'managing agent / accountable body' for the programme.

During meetings with multi-agency partners, the question of faith has been raised; with particular emphasis on whether the programme is open to Muslim community members, and if a version of the programme should be managed by a Muslim group. Wider Impact Consultancy has therefore been pleased to have access to two Muslim mentors, both of whom live and work within the Birmingham area.



Abdul is male; a 43 years old family man and is a resident within the local community. He is a manager within a local care home and attends his local Mosque for worship. Asked what has driven him to become a mentor he quickly answers, '*The importance I place on my local community*'. He first became involved in community work in answer to problems he was facing with local youths. '*The local Neighbourhood Forum was out picking up litter and I was so impressed I got involved and have never looked back. I am a member of the Forum now and together we have sorted out the problems we were facing. Things like alley gates were built, but most importantly, we are involving the youth and it is making a lasting difference to our local community*'.

I heard about the mentoring and within a short time I was accepted. The first young man I mentored unfortunately returned to prison but a young Muslim I am currently mentoring seems like he is doing OK. I have helped him get on an IT courses to fill his time and get him a useful qualification'.

Asked how being a Muslim mentor is helping the young man, Abdul is not so sure. *'Whilst I understand the guilt he is facing by letting our God down, his problems and answers are the same as everyone else. ' Asked about the steps the New Hope Mentoring Programme could be taking to become multi-racial, Abdul is quick to point out, 'it is already multi-racial. Anyone can come here and get the support they need, no matter what their race and background. If necessary, we can provide support from Muslim mentors, but the important thing is clients get the support they need, when they need it'.*

Rumana is female; single, 24 years old and is yet to be matched with a mentee. Rumana plans to become a Probation Officer and sees her role as a mentor as an opportunity to gain valuable experience in understanding the challenges young offenders face. She is also very keen to pass on her positive outlook on life and hopefully make a positive difference to other peoples' lives.

Rumana points out, 'Being a Muslim girl could help understand some of the issues Muslim girls can face with their families, but as I see it, as long as people have the support they need, it should not matter what race the mentor is, or where the project is based. I am proud to be a mentor for the New Hope project, as it is clearly professionally run.'

Comment

Whilst there could be a case to launch a similar programme based within a local Mosque, the New Hope Mentoring Programme offers a professional, inclusive and well used service to clients, no matter what their faith or background. There could however be advantages in recruiting more multi-faith representatives onto the New Hope Mentoring Programme Steering Group. Steering Group meetings could also take place in a variety of locations, such as local Mosques.

8. Referrals

Referrals come from a variety of sources, such as the Probation Service, through the Greencoat House Case Management team; with the Prison Service (e.g. HMP & YOI Swinfen Hall and HMP Featherstone), through CARAT teams, resettlement workers and Chaplaincy staff and other referral mechanisms, through BART, FRY Housing Trust and local refuge centres.

It is significant that the New Hope Mentoring Programme Manager is a member of the E1, E2 and E3 Community Safety Bureau Offender Management Team as part of the Birmingham wide Prolific and Priority Offender Strategy and ex-offenders designated as PPOs are regularly referred to the New Hope Mentoring Programme.

Matching Mentee to Mentor



It is clear that a great deal of care and attention is given to matching mentees to mentors, which commences with the completion of a detailed referral form and follow up 1:1 interview with a member of the full-time New Hope Mentoring Programme team. An understanding is gained of their ambitions following release and their likes and dislikes.

Once linked the mentor is expected to work with the mentee to pull together an action plan, which will cover short and long-term goals, possible barriers and the support required for the client to achieve his or her goals.

Once the action plan is agreed, both move forward, with referrals as appropriate to a wide variety of support agencies.

Statistics

Appendix C outlines the number of referrals and client background from 2003 to February 2007. It will be noted from figure 4 that 75% of referrals are male and 25% are female; a statistic that has grown proportionally from 2006. Figure 5 provides an overview of the ethnic mix of referrals. Figure 6 provides an overview of the number of client's supported/not supported and figure 7 provides an overview of how long clients are supported by the programme. It will be noted that the majority of clients (42%), are supported for one to six months.

Figure 4

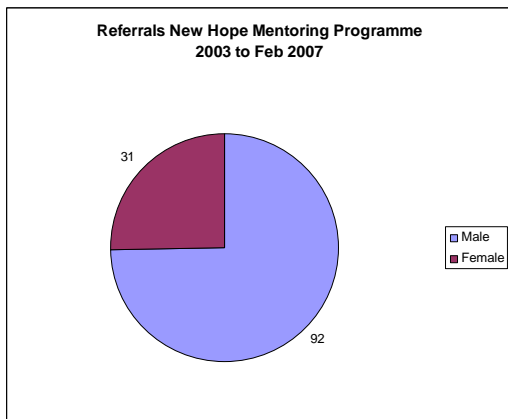


Figure 5

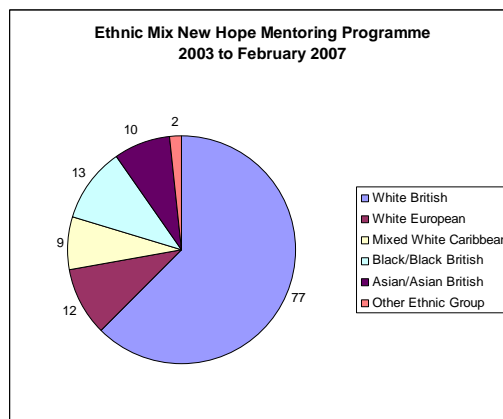


Figure 6

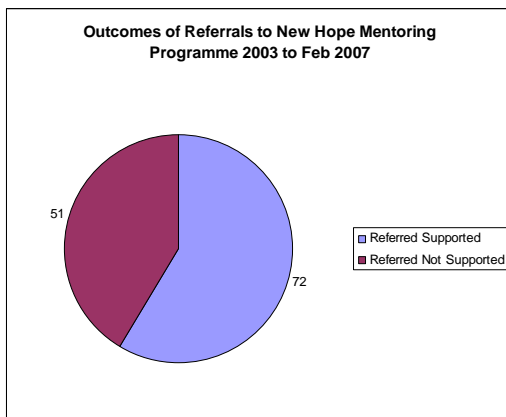


Figure 7

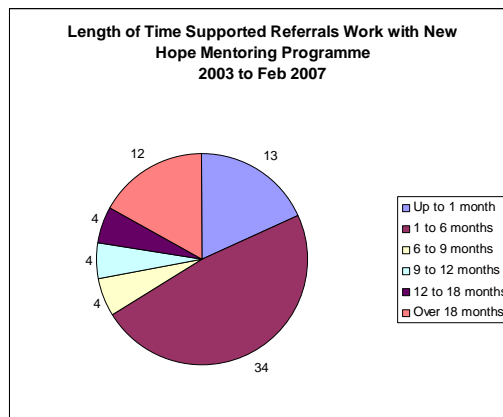


Figure 8 provides an overview of referral sources. It will be noted that the majority (44%) are referred from HMP Prisons. Figure 9 provides an overview of the percentage of Prolific Priority Offenders (PPOs), who have been referred to the programme; which is an impressive 20%.

Figure 8

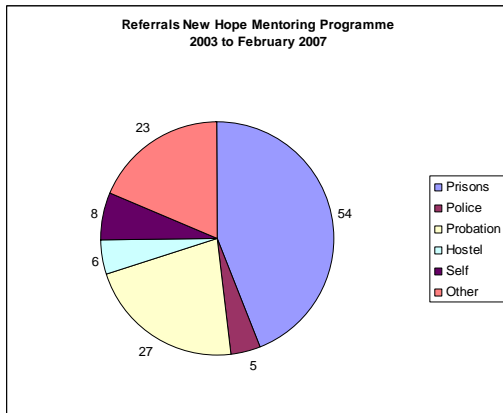
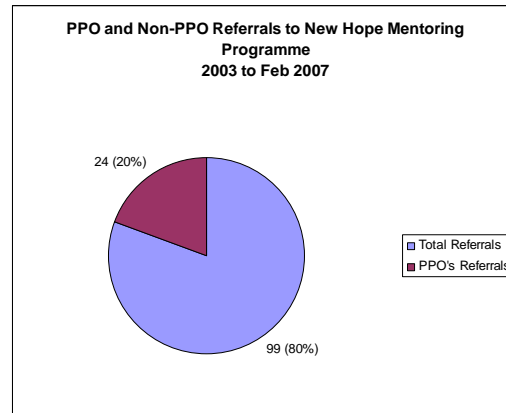


Figure 9



Comment

As will be noted below, there is an interesting relative match of ethnicities between clients and Birmingham background population.

	Birmingham	NHMP
White British	65%	63%
White European	5%	10%
Mixed White Caribbean	1.6%	7%
Black / Black British	6%	11%
Asian / Asian British	20%	8%
Other Ethnic Groups	1%	2%

Case Studies

Appendix D contains studies of five New Hope Mentoring Programme clients. Names and identities have been protected, as each has agreed to Wider Impact Consultant having access to their Police National Computer (PNC) records, which are summarised as follows:

Case Study 1 John

Age 18 Male

Priority Prolific Offender (PPO)

Number of Convictions 11

Number of offences 12

Main Offences Theft vehicles / kindred offences / firearms

Relevant dates

Date first convicted 14/01/02

Date last convicted 10/11/06

Date referred to NHMP 08/01/07 (PPO)

Comment 3 offences pending date of PNC record (23/04/07)

Case Study 2 Simon

Age 26 Male

Heroin addict

Number of convictions 4

Number of offences 5

Main offences Theft/ kindred offences

Relevant dates

Date first convicted 22/04/04

Date last convicted 02/06/05 (Community Order)

Date referred to NHMP 22/06/05 (Probation)

Comment No further convictions since last conviction / referral to NHMP

Case Study 3 David

Age 29 Male

Heroin user / drink problem

Number of convictions 13

Number of offences 26

Main offences Offences against the person / offences against property / theft

Relevant dates

Date first convicted 22/06/94

Date last convicted 11/08/06

Date referred to NHMP 05/08/05

Comment Relapses since referral to NHMP**Case Study 4 Kyle**

Age 26 Female

Admits to being heroin addict

Number of convictions 16

Offences 41

Main offences Fraud / theft / kindred offences

Relevant dates

Date first convicted 09/02/98

Date last convicted 02/12/05

Date released from prison 18/04/06

Date referred to NHMP 10/05/06 (Probation)

Comment No further convictions since release from prison / referral to NHMP

Case Study 5 Clare

Age 22 Female

Heroin user

Date first convicted 10/09/02

Number of convictions 17

Offences 29

Main offences Theft and kindred offences / possess heroin

Relevant dates

Date first convicted 10/09/02

Date last convicted 07/07/05 (Community Order)

Date referred to NHMP 17/10/06 (Safe Project)

Comment No further convictions since last conviction / referral to NHMP

Summary of Case Study Findings

Whilst each has an individual life story to tell, a number of common factors have been noted:

- Chaos in their lives is linked to drug abuse. On the whole, such abuse started with cannabis and moved onto hard drugs such as heroin
- Heroin is clearly freely available in Birmingham, although the majority of clients needed to resort to stealing to feed an addiction, which was swift
- The majority of clients had poor role models. In the case of the males, this was friends and in the case of females, abusive partners appear to have played a significant role in their disruptive lives from aged 15
- Clients reach a point when they want to change their lives - this is a 'window of opportunity'
- In the case of the females, prison provided a useful opportunity to break away from factors that were preventing their rehabilitation. These factors included heroin addiction and abusive / controlling partners
- Clients understand that they need extensive support to change their lives
- Mentors are one of a number of support agencies that are useful to clients if they are to be successful in their rehabilitation
- Early support – ideally prior to and on release from prison is most valued
- Mentors provide the most reliable and flexible support to clients
- Continuity of support is extremely important
- It is important that mentors are 'matched' to mentees
- Clients respect mentors who are well trained, prepared for the role and understand the boundaries
- 'Faith', Christian or otherwise is not a prerequisite for either mentors or mentees, although, clients respect the 'faith' mentors have in them

- The time mentors need to support clients will vary in terms of 'day to day' access as will the length of period mentors continue to support clients
- Progress will be slow and is likely to include lapses
- On the whole, employment and a stable family life are the most important goals to clients
- Without exception, all clients have been honest during case study interviews about their offending backgrounds. According to PNC records, with the exception of David, the majority have not been convicted of any offences since their last conviction / being referred to the New Hope Mentoring Programme (NHMP).

9. Collaborative Links

National Offender Management Service (NOMS)

It is an aim of **NOMS** to support offenders, whether offenders are in prison or in the community, by managing them better to stop them re-offending. Objectives include offering offenders and ex-offenders the chance to change and to address their offending behaviour. NOMS has documented its understanding of the role the 'third sector' has in the rehabilitation of offenders and how programmes such as the New Hope Mentoring Programme can 'add value' to and compliment the role of both the **Prison** and **Probation Service**.

Prison Service

Wider Impact Consultancy is impressed with the level of support for the programme from the Prison Service.

Pete Knapton, Governor, **HMYOI Brinsford**, is a keen supporter of the Programme, *'I was there at the start, as Governor of Swinfen Hall. I am pleased to be in a position to offer advice and support as and when it is*



needed. It is a very successful Programme and plays an integral role in the rehabilitation of offenders'.

This view is replicated by **Vanessa Geffen**, Resettlement Coordinator, **HMP&YOI Swinfen Hall**, *'I have been involved with the programme throughout my time at Swinfen Hall and have seen the benefits of the programme for young adult prisoners preparing for release. The prison remains committed to investing time and resources such as training for mentors and prison awareness within the prison environment'.*

Birmingham Community Safety Partnership Offender Management Drug Treatment Theme Group

Andy Sullivan, Core Support Officer, is a supporter of the New Hope Mentoring Programme. He describes them as, *'A good crew, realistic and down to earth. It is good they are targeting prolific offenders and I am aware the Programme Manager sits on the E1, E2 and E3 Community Safety Bureau Offender Management Team, which is important from our perspective. The only comment I would make is they need to work collaboratively with other mentor programmes in Birmingham, as we are unable to financially support one group in preference to another.'*

Balsall Heath Neighbourhood Forum

Formally a Senior West Midlands Police Officer, responsible for introducing the concept of the Programme to Birmingham; **Pat Wing** is currently the Neighbourhood Manager of the **Balsall Heath Neighbourhood Forum**.

'I was convinced there was merit in the Programme following a fact finding visit to Chicago, where the concept was first created. Sergeant Kevin Borg volunteered to take it forward, arranging a number of multi-agency meetings involving faith communities. It is extremely rewarding to see the New Hope Mentoring Programme achieving its objectives. The New Hope Team are first class and help to make the Programme the success it is. There is currently no real infrastructure support for prisoners when they are first released and Programmes such as this help to fill that gap.'

'I have concerns about issues such as the Programme being inclusive for all faiths; as it is Christian based and up to 70% of local communities have roots in Pakistan. It would be useful if a review were carried out of this and other issues such as Steering Group membership, accountability, and terms of reference and opportunities for mainstream funding. It has proved difficult to maintain involvement of the Probation Service at Steering Group level and there is certainly value in exploring engaging the Business Community.'

West Midlands Police

Sergeant Kevin Borg is likewise pleased with the outputs and outcomes achieved by the Programme. Formally Chairperson of the Steering Group, Kevin is confident the Programme is providing a valuable service to the wider community, *'Its strength is it being a voluntary sector Programme that enables a collaborative approach between faith communities and agencies such as the Police and Probation Services. It is useful that the Programme Manager sits on the E1, E2 and E3 Community Safety Bureau Offender Management Team and is able to receive priority prolific offender referrals.*

There is opportunity for the Programme to roll out across Birmingham and opportunity should be taken to explore the governance of the programme and how it can collaborate with other mentor based initiatives. I would also like to see a formal career development for staff, reviews of salaries and consideration given to accrediting the mentor training'.

Church of God of Prophecy

Penny Howe is the Chair of the New Hope Mentoring Programme Steering Group and also represents the **Good Neighbour Project**, based within the Church of God of Prophecy, which acts as 'Managing Agent' for the Programme.

'The Good Neighbour Centre Project aims to support black people with mental health needs and it seemed natural for us to take on the role of Managing Agent for the New Hope Mentoring Programme. We have the experience and it seemed a natural progression to support people of all faiths with drug related problems. We have been there from the start and are proud of what we have all achieved. Faith is important and has a role to play in the rehabilitation of offenders. Most importantly, we aim to offer a high quality service to the most in need, no matter what their faith [or lack of it], or background'.

10. Opportunities to Develop the Programme

Feedback from Mentors

Wider Impact has taken the opportunity to ask Mentors how the Programme could be improved or enhanced. The following are extracts of responses:

- *Accredited training*
- *More training – or signposting of training opportunities*
- *Open forums for both mentors and mentees*
- *Opportunities to 'shadow' other mentors / other agency members*
- *National recognition*
- *Improved information flow between agencies re offenders*
- *Links to other service providers*
- *Continuation funding*
- *Financial stability for the programme*
- *More time*

Comment

Whilst mentors are happy with the level of training they currently receive, they acknowledge that there is always opportunity to enhance training. The subject of accreditation was explored at the Mentor Workshop. Whilst a small number would be interested, the majority of the group do not appear to be. They acknowledge they are volunteers with limited time and as already noted, are on the whole driven by altruistic objectives, with a strong desire to do good. Rather than for personal gain and advancement.

The mentors are astute and aware of the constant need to secure funding for the Programme, which is on the whole, uncertain and short-term. They are also aware that a number of partner agency members are not fully supportive, or aware of the concept of mentoring, which can inhibit the level of service, they are able to facilitate for clients. There is a unanimous call for closer inter-agency links and levels of understanding of the role mentors can play in the rehabilitation of offenders.

11. Summary of Report Findings

1. The New Hope Mentoring Programme is providing professional, high quality service to clients and mentors no matter what their faith or background.
2. The programme is on course to achieving objectives and appears to be delivering 'value for money'. As highlighted in this report, evidence includes one full-time and two part-time staff, supported by volunteer mentors is achieving impressive outputs and outcomes.
3. There is strong evidence that the Programme is playing a significant role in the rehabilitation of offenders in Birmingham.
4. There is evidence that the Programme is 'filling a gap' in relation to the support offenders both require and value when they are first released from prison. And make a conscious decision to break their cycle of offending and reliance of harmful drugs such as heroin.
5. Programme staff acknowledges the support clients require from other agencies and act as 'facilitators' on behalf of clients and other support agencies.
6. Whilst offenders value the role of mentors, they also acknowledge that they require extensive support from a wide variety of other agencies, during what is a 'window of opportunity', when they are ready to break their cycle of offending / addiction to harmful drugs.
7. Failure of agencies to take advantage of this 'window of opportunity' has the potential to result in negative outcomes such as a continuation of offending by offenders and wider impacts on their personal lives, their dependents, the wider community and drains on ever scarce public resources.
8. There is evidence that other agencies members do not fully understand / support the role mentors can play in the rehabilitation of offenders. In such cases, this is a mistake being made by those agencies / individuals.
9. With appropriate resources, such as sustained funding and multi-agency support, the New Hope Mentoring Programme and similar initiatives are well placed to help reduce the prison population.
10. In addition to helping offenders break their cycle of offending / drug addiction, the Programme is helping clients find employment; and as such has the potential to play a significant role in tackling unemployment in the Birmingham area.
11. There is potential to expand the Programme, but this will require a review of opportunities to develop a collaborative approach with other service providers in the Birmingham area.

12. Recommendations

1. All those involved in the New Hope Mentoring Programme should be congratulated for their professionalism, faith, and commitment to supporting offenders turn their vulnerable lives around.
2. Whilst the Programme maintains up to date records of clients, mentors and meetings, there is room to expand data bases that track the progress clients make in relation to their rehabilitation e.g. re-offending, reliance on benefits, employment etc.
3. Whilst only a small number of mentors have highlighted an opportunity to offer accredited training for mentors, the Programme should formally explore this.
4. There are clear advantages in expanding the services to Programme offers across the wider Birmingham area. We recommend a review, supported by key agencies such as NOMS, the Prison Services, Probation Service, Police Service and multi-faith communities, takes place; that should explore issues such as:
 - Opportunities for collaborations with other agencies and similar programmes
 - Multi-faith links
 - Governance of the New Hope Mentoring Programme / developing collaborations
 - Career structures / training / financial remunerations for Programme staff
 - Opportunities to 'mainstream' such programmes, reducing reliance on uncertain, short-term grant funding.
5. Consideration is given to highlighting this report at a multi-agency / faith event, with objectives that include:
 - Improving awareness of the Programme
 - Roll out of the Programme / collaborative links
 - Securing long-term, sustained resource / funding support.

13. Conclusions

Wider Impact Consultancy is impressed with the outcomes being achieved by the New Hope Mentoring Programme Team. The Programme is professional and is playing a key role in the rehabilitation of offenders in Birmingham.

There is strong evidence that the Programme is 'filling a gap' that no other organisation is in a position to fill – supporting vulnerable offenders when they are first released from prison and have made a decision to turn their lives around.

This is clearly a 'window of opportunity' that should not be missed. Whilst it is recognised the Programme cannot act in isolation from other support agencies that offenders value and need, mentors are well placed to act as trusted facilitators, who have the time to help them turn their lives around.

It is significant that findings from this evaluation mirror a number of findings within a recent report: **Darrick Jolliffe, David P. Farrington. *A Rapid Evidence Assessment of the Impact of Mentoring on Re-Offending***, Home Office Online Report 11/07. For example:

- Overall mentoring significantly reduces subsequent offending
- Mentoring is only successful when it is one of a number of interventions.

The role of organisations such as the New Hope Mentoring Programme are playing in the rehabilitation of offenders should be recognised by those who have it in their brief to rehabilitate offenders and reduce the strain on prison populations. Failure to do so will be a wasted opportunity, with expensive wider impacts.

New Hope Mentoring Programme Targets 2003/07

2003/04

Target To setup and run a mentoring programme. Several key components:

1. Project started January 03
2. Employ Programme Manager (February 03) and develop mentoring strategy and policy etc (January to present 04)
3. Employ Administration Assistant (April 03)
4. To have developed an appropriate mentor training course and to have recruited and delivered the training to 5 to 10 mentors by March 04
5. To have provided a mentoring service to 5 to 10 mentees by March 04
6. To Develop Mentee referral mechanisms with West Midlands Police, the Probation Service, the Prison Service and other agencies working with young adult offenders (April 03-present).

2004/05

Target To ensure the long-term viability of the project as a service to our client group. Key areas

1. To secure sufficient funding for continuation of NHMP (January to March 04 and ongoing)
2. To provide mentees for all current mentors by April 04
3. To continue developing closer relationships with the West Midlands Police, the Probation Service, the Prison Service and other agencies working with young adult offenders so that NHMP receives regular mentee referrals (ongoing)
4. To recruit and train a further 5 to 15 mentors from the local faith community organisations by March 2005
5. To provide a mentoring service to 1 to 25 mentees with 5 to 10 long-term (i.e. more than 6 months) mentoring relationships as part of this total by March 2005
6. To recruit a part time Mentor Co-coordinator by March 2005
7. To begin to extend the availability of the mentoring service across the south of Birmingham (March 05).

2005/06

Target To continue providing a mentoring service within the WM Police E3 OCU, improving the service and availability of mentoring. NHMP will also extend the geographical extent of our service across the south of Birmingham. Key targets:

1. To secure sufficient funding for long-term continuation of NHMP possibly through statutory funding (March 06)
2. To recruit and train a further 5 to 15 mentors from the local E3 OCU faith community organisations by March 2006
3. To provide a mentoring service to 15 to 40 mentees from within the E3 OCU area with 7 to 20 long-term mentoring relationships as part of this total by March 2006
4. To recruit and train a further 10 to 20 mentors from churches and other religious organisations across the south of Birmingham by March 2006
5. To provide a mentoring service to 10 to 20 mentees from the south Birmingham area with 5 to 10 long-term mentoring relationships as part of this total by March 2006.

2006/07

Target To provide a comprehensive mentoring service across the south of Birmingham. This will include the following key targets.

1. To recruit a further 10 to 20 mentors so that a pool of 35 to 80 mentors from faith groups in the south of Birmingham can be maintained by March 2007
2. To provide mentoring to 35 to 80 mentees across the south of Birmingham with 17 to 40 long-term mentoring relationships as part of this total by March 2007.

Appendix B

New Hope Mentoring Programme (Mentors)

	2003	2004	2005	2006	2007 (To Feb)	Situation end Feb 2007
Total Male	9	5	6	8	3	16
Total Female	1	5	4	6	4	10
Total						26
Employed	10	5	7	9	4	22
Unemployed	-	-	2	4	2	3
Seeking work	-	-	1	-	-	-
Student	-	5	-	1	1	1
total						26
White British	3	5	5	4	3	10
Mixed White Caribbean	-	-	-	-	1	-
Mixed White Black African	-	-	-	-	-	-
Mixed White Asian	-	-	-	-	-	-
Asian/Asian British	-	-	-	2	-	1
Asian/Asian Caribbean	-	-	2	-	-	1
Black/Black British	1	4	1	2	3	6
Black/Black Caribbean	5	-	2	4	-	6
Black/Black African	1	-	-	2	-	2
Chinese/Other Ethnic Group	-	1	-	-	-	-
total						26
Aged 18 to 24 years	-	5	2	2	1	5
25 to 49 years	6	5	5	8	6	14
50 +	4	-	2	3	-	6
60 +	-	-	1	1	-	1
total						26
Retained up to 6 months	2	3	3	10	7	5
Retained 6 to 12 months	1	1	1	4	n/a	4
Retained 12 to 18 months	-	1	4	n/a	n/a	4
Retained 18 months to 2 years	-	-	2	n/a	n/a	2
Retained 2 to 3 years	1	5	n/a	n/a	n/a	5
Retained Over 3 years	6	n/a	n/a	n/a	n/a	6
Total						26

Appendix C

New Hope Mentoring Programme (Clients)

	2003	2004	2005	2006	2007 (To Feb)	Total
Total Male	9	19	26	29	9	92
Total Female	-	5	1	20	5	31
White British	6	17	18	26	10	77
White European	1	-	1	-	1	3
White Irish	-	-	1	6	2	9
White Cypriot	-	1	-	-	-	1
Mixed White Caribbean	1	2	2	4	-	9
Mixed White Black African	-	-	-	-	-	
Mixed White Asian	-	-	-	-	-	
Asian/Asian British	-	3	3	3	1	10
Black/Black British	1	1	2	9	-	13
Chinese/Other Ethnic Group	-	-	-	1	-	1
Referred – not supported	2	12	10	21	6	51
Supported up to 1 month	3	-	5	1	4	13
1 to 6 months	2	3	3	22	4	34
6 to 9 months	-	1	1	2	-	4
9 to 12 months	-	1	1	2	-	4
12 to 18 months	-	1	2	1	-	4
Over 18 months	1	6	5	-	-	12
Referred by Prison	2	7	18	22	5	54
Referred by Police	2	-	1	1	1	5
Referred by Probation	-	8	5	13	1	27
Referred by Hostel	5	-	-	1	-	6
Self-Referral	-	2	3	2	1	8
Other referrals	-	7	-	10	6	23
PPO's referred	2	1	5	13	3	24
PPO's Linked	2	-	2	10	1	15

Appendix D

New Hope Mentoring Programme Case Studies

Case Study 1 John and Roger

Case Study 2 Simon and Danny

Case Study 3 David and Joel

Case Study 4 Kyle and Chris

Case Study 5 Katie and Lovina

Case Study 1 John and Roger

John is 18 years old and a resident of Birmingham. His mentor **Roger** is 58 years old and a retired Deputy Head Teacher.

There is no doubt of John's outward confidence. He is well dressed and never seems to stop smiling. He has one main objective – *'to get a job'*. Over the years however, choices he has made have got in the way. *'I stayed at school long enough to protect my brother who had special needs. Once he was all right, I wagged school a lot because I found it boring and didn't have much in common with the posh kids'*.

His crime of choice at aged **16** was *'stealing cars for selling on'*, because, *'there was nothing else to do and I could earn up to £700 a week'*. He appears to have enjoyed this because, *'I had loads of girls, drink, smart clothes and it was a laugh'*. By 17, he was into ecstasy, pills and coke. The problem was this life was, *'Although I got a way with loads, I kept getting caught'*. Cautions turned into detention orders, until he finally ended up in HMP Brinsford for four months.

Prison however did not appear to shock him, as he seemed to enjoy, *'catching up with old friends and learning new tricks, which I used to good effect when I got out'*. Not surprisingly he is now classed as a **prolific offender**, as he has been to prison on **twelve occasions**; and is receiving extra attention from the Police and Probation Service.

John is adamant that **he** has chosen to put a life of crime behind him. His motivation appears to be linked to his current girl friend and his determination to *'get a job'*. He is however getting frustrated as he accepts he needs qualifications. This is clearly where his mentor Roger is coming into his own.

John is impatient and although Roger is supporting him by, for example arranging for him to attend a fork lift driver's course and exploring how previous qualifications and courses he has attended can be linked and accredited. John *'wants things to happen quickly and needs something to do'*.

Roger is helping him to break down bureaucracy and has for example, helped him get a free bus pass and gym membership. There is no doubt that Roger has a calming effect on John, who does not sit still and has *'no time for fools, or time wasters'*. John clearly respects Roger, who he knows, *'I cannot kid. He knows what he is talking about. He knows me and puts me right'*.

John is clearly grateful to Roger and has acknowledges that along with his girlfriend, *'he is one of the reasons why I will stay away from stealing cars'*. Asked what Roger brings, he is clear, *'time, knowledge and he is a good bloke to have on your side. He helps me keep my feet on the ground'*.

Asked what he most needs at the moment, John answers, *'People I can talk to and who can help me. I need support to help me get a job, because I want a house, have a baby and earn steady money'*.

Case Study 2 Simon and Danny

Simon is 26 years old and a resident of Birmingham. His mentor **Danny** is 44 years old and is self employed.

Simon did not enjoy school. He is dyslexic, was bullied for *'being thick, messed about and left without any qualifications'*. His mum left home when he was 15 years old and his outlook on life on leaving school was not good.

He got work, earning good money as a Banks man, working under the motorway. *'I however quickly, 'got into heavy drinking and hanged around others who took drugs'. I started on pot and moved to speed heroin and crack cocaine'. I have been homeless and got caught shoplifting loads of times, as I needed food and money for drugs. My life was a mess from when I was sixteen to around twenty-four'*.

Simon seemed to have turned things around, when following a number of court appearances, his Probation Officer referred him to the New Hope Mentoring Programme. *'I met up with Richard (New Hope Programme Manager) and he put me in touch with Danny. I got on with Danny straight away, as he is very positive and understands where I am in my life'*.

'Even meeting up for the first time was a problem, because at the time I was banned from entering the Bullring because of my shoplifting. Danny made some phone calls and that ban has been lifted now. I am still banned for life from a number of shops. Danny is seeing if these bans could be lifted one day'.

Simon acknowledges that there *'is no quick fix to my life. I drank heavily, took drugs and abused my body for years; and it will just as long to put things right. I just take one day at a time and expect to be knocked back'*.

He is however delighted to be working in a gym as a cleaner. *'It is a first step back and Danny played a big role in getting me the job. The gym owner knows about my past and is behind me. He started as a cleaner too and is there for me. Danny has also helped me get a motorbike, so I have got transport to work and won't be late for work. I earn around £180 per week, which is great'*.

There is no doubt that Simon and Danny are well suited as mentee and mentor. Simon is extremely cautious and almost expects bad news in his life. Danny counters this, which was noticed during the interview, as he constantly praises and reassures Simon.

'Danny is a good laugh; he keeps me going and understands me. He never loses faith and helps me to make positive things happen. I know I could slip back, but with Danny there when I need him, I hope it won't happen'.

Asked about his future, Simon remains very cautious, *'Who knows, I could be running a gym; I could become a Drugs Worker. I am just taking one day at a time'*.

Case Study 3 David and Joel

David is 29 years old and a resident of Birmingham. His mentor is Joel, aged 24 years.

David wagged from school and left at 15 with no qualifications. He gained employment with a well-known builder as a labourer and started an NVQ based course. Due to administrative problems, he did not finish the course and worked as a 'Chippy' in the Carpentry trade for eleven years.

He enjoyed life and *'mucked around a lot'*. Unfortunately this involved substance abuse, as he sniffed aerosols and petrol from aged 13 years. His dad put a stop to this, but as he got older, with *'good money in my pocket as a Chippy, I went to raves, mixed with older boys; and after smoking cannabis, got addicted to heroin by the time I was 17'*.

'I also got violent when I drank and have seriously beaten people up. I have also had bad relationships with girls, and one cheated on me'.

He has received prison sentences for his violence. He heard about mentoring while he was in prison watching a television programme. The Prison CARAT Team made a link to the New Hope Mentoring Programme and he was due to be met by one of the Mentor Team when he was last released.

'Unfortunately, they could not meet me on release and I was mugged around the corner from the prison for my £47 release money. I ended up in hospital, homeless, with no money and my clothes covered in blood. Amazingly, someone from New Hope met me in Sainsbury's and brought me some new clothes and toiletries and began the process of picking my life up'.

David is realistic about his progress. *'I have been to Detox and keep having lapses. I am being helped by a number of agencies and individuals, but it is still hard. I keep letting myself and those who are helping me down.'*

'The main thing is, I cannot do this on my own and need a support team around me. This includes my doctor, drug agencies, hostel staff, my Probation Worker, my family and Joel. Believe me I punish myself when I have lapses and I know it is not over yet. Yet no matter what, people like Joel are always there for me. He keeps pushing me, referring me to those who can help me help myself'

'Joel and others have helped me to get onto the housing list, so I can get my own place, as there are too many temptations in hostels. I am really touched by Joel's faith in me, and he has even invited me to his wedding reception'.

Asked about his future, David is realistic, *'In some ways I don't want loads of money, like what I was earning as a Chippy. This just brought me trouble. I just want to get on my feet and be normal, without relapsing'*.

Case Study 4 Kyle and Chris

Kyle is 26 years old, a mother and a resident of Birmingham. Her mentor is Chris, a Retired Head Teacher, aged 60.

Kyle knows she was, 'the joker at school, hanging around with the wrong sort, laughing at other girls who were working hard at their exams. The trouble was, I now know the laugh was on me, because I left school with nothing'

Things however went from bad to worse, when she left home at 15 against her parent's wishes to live with a man aged 25 years. *'I just fell for an older man who all the girls were after. The trouble was, he was also a drug dealer and before I knew it I was on heroin.'*

'I had to earn my keep and started shoplifting. I was useful to him and his mates for a while, because I was a new face and the shops didn't know me. This didn't last long though and I began to get arrested. My sister died when I was 19 and I suppose I lost all hope and respect for myself. I had a baby boy who was taken away from me – I will never see him again'.

'This bloke got put away and I moved in with another dealer and ended up in prison myself for shoplifting and failing to turn up at court. The trouble was, when I would come out, men would always be waiting for me and I would be back on heroin and stealing. I had another child, a girl who has serious medical issues. She was taken into care.'

One way of earning money was to meet men in Broadway (Birmingham), at the weekend, get them drunk and make them believe their luck was in, so they would go to the cash point for money. I would grab their money and run. In the end I got caught and went to prison for conspiracy to rob'.

I served 12 months of a 2-½ year sentence and this was the turning point in my life. I applied for voluntary drug testing and went cold turkey on my own. I joined a health and beauty course and was focused on turning my life around'.

At this point, Kyle pauses, thinks carefully and says, ***'It was in my cell that I understood the power of prayer. I found God and knew he would save me'***. For the first and only time during the interview she becomes emotional. ***'I was given strength I never had before and knew I would be all right. I was not on my own'***.

Kyle goes on the outline the struggle she has had to get her daughter back and the role her mentor has played. *'Chris has been there every step of the way; in the family courts, helping me in a horrible atmosphere, when Social Services seemed determined to keep my daughter away from me'.*

'I have a home now and am taking courses thanks to Chris. I want to have a career when my little girl is older and does not need so much looking after due to her illnesses. She loves my brothers and I no longer mix with bad people. Chris is like a best friend; she never lets me down and is always there when I reach low spots. She has shown me normal things - what life is really about'.

Case Study 5 Clare

Clare is 22 years old and a resident of Birmingham. Her mentor is Lovina aged 29 years.

Clare's life was OK until she left school at 15 to live with a 19-year-old boy. *'My mum was not happy about it', which looking back, helped me to justify what I did – I was rebelling'*.

It took Clare a while to realise he was taking hard drugs in front of her, *'I hadn't got a clue what he was doing when he smoked heroin in front of me. I just knew he was a nicer person when he did, so I joined in. I never really understood what I was doing – I was so naïve. I suppose I became his drugs partner.'*

'I had a good job earning us £100 a week, but by the time I was 16, I was addicted to heroin and had to let the job go. Looking back I now realise how bad he was. He broke into my mum's house and I never believed it until now. I had to go shoplifting for money for the heroin and he used to hit me a lot. I ended up in prison by the time I was 17, which gave me the shock of my life. The trouble was he was always at the gate asking me to forgive him. It was easier to go back to him, because I had nowhere else to go.'

It was madness, I was besotted with him and we ended up on the streets when his mum kicked us out. I had been in and out of prison 7 times for shoplifting and each time he would be waiting for me when I got out. I ended up as a prostitute in an effort to break his hold over me. That way I could sleep over at punter's homes and have a roof over my head for a while.

Finally when I reached 20, a really nice punter told me about a women's refuge place, so when I was last in court I told my solicitor I wanted a 3 month sentence, so I could get off the shit and sort myself out. I went on methadone and when I got out, I went straight around to the refuge place and they took me in and fixed me up with my mentor, who really understands what I am going through.

*I was free of him at last and started to sort myself out properly. My mentor has been great, as has everyone else who has helped me, **because it is almost impossible to do it on your own.** You need a team around you. No one seems to understand how few places there are for women who want a fresh start; or the type of support and help we need to break away from bad men like mine.*

I have got my own place now and no longer need to shoplift. I do slip back sometimes and smoke heroin, but always feel so guilty about it. I have a new partner who is a much better man than my last one. He knows that if he ever smokes heroin or hurts me, he will be out of my life! We have just brought a car and can get about.

*I would like to tell Mr. Blair how important it is to have somewhere to go to and someone to support you when you first come out of prison. **Everyone who leaves prison should have access to a mentor like mine.** I feel like a real citizen now and we are paying our bills. By next year, I want to be in college; and when I am over everything that has happened to me, I want to get a job. One day I would like to be a mentor, so I can help someone like me.*