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Rehabilitative Culture

'May your choices reflect your hopes, not your fears'

-The importance of reciprocal hope in prison growth

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There is no better time than the present for an article on hope in prisons. Given the challenges that we are now facing as a service, both in custody and in the community and perhaps even as a society, the desire or even demand that we should be hopeful about our future, is timely. Hope is a word often cited, but rarely defined or examined in great detail. This article examines the importance of hope, during a prison reform project called The Prison Growth Project. This article will introduce the Prison Growth Project and briefly outline its approach and the guiding principles of growth, which were used to structure this change and maintain a research-informed focus, in a Category C prison. The article will then explore the role of hope in the creation of a culture based on personal growth. It will also draw on personal reflections as well as the voices of residents and staff, to illuminate those practices that have developed and maintained hope. It will propose that hope plays a significant role in initiating and maintaining prison reform and reciprocal hope is an even more powerful vehicle to co-construct a new prison identity, centred on growth. When taking the words of Nelson Mandela into account stated in the title, this article aims to convey the importance of choices which are associated with reform, to reflect hope in humanity and not fear of failure.

Introducing Hope and Growth

Hope is a future orientation, an optimism that expects a positive outcome or a product. It is a strong desire for something particular to happen, an anticipation or aspiration, an ambition or even a dream. In a custodial setting, hope becomes magnified and issues are illuminated much more, due to the challenges that are presented by those who we care for. When we strip away our thoughts, our feelings and our

policies, we are fundamentally confronted by people who are mostly vulnerable and who are no longer able to rely on the support and warmth of a family's bond. With this in mind, hope is central to prisons, as prisons are by their very nature a space that encourages the opposite. With this in mind, the Prison Growth Project was established and developed, with hope at its core; hope for change, hope for reform and ultimately, the hope that prisons can be meaningful places that support rehabilitation. The Prison Growth Project is a research informed initiative that facilitates the development of a climate that supports personal growth for all those who enter prison and addresses the prison as a whole. The Prison Growth Project uses evidence-based research to instil hope through appreciative inquiry, by capturing those aspects of practice that staff can be proud of. These practices consistently contribute to a healthy prison and a prison identity, which is desistance-focused. This English project was initially established in 2016, following a three year research project that took place in Norwegian prisons, which examined aspects of practice, which support rehabilitation. The lessons learned from this research were then used to inform the growth of a new prison identity in an English prison, with the aim of stabilising the climate and slowly but consistently developing a culture of growth.

On an academic level, The Prison Growth Project focuses on individual growth and also considers broader identities and specifically the identity of the prison itself. Its approach embraces the notions of unconditional positive regard, humanistic thinking and providing conditions for change, rather than imposing change on people¹. It also focuses on desistance-centred practices, which promote the strengths of an individual and organisation, through the development of social and human capital. It openly recognises that several obstacles are the norm within such an ambition and overcoming these obstacles has to be part of the change process. The Prison Growth Project

1. Rogers, C. (1967). *On becoming a person: A therapist's view of psychotherapy*. London: Constable & Company.

acknowledges that altering the climate provides an insight into what a rehabilitative culture may look like, even though this may be for a fleeting moment. Through this experience, growth is felt and reflected upon as well as researched and disseminated back into the prison, informing staff of the benefits of such an environment. Through this process, a growth culture can steadily grow and be nurtured, legitimising the process through research, knowledge and relationships. It is not imposed from above but is instead grown in a piecemeal fashion. As a growth environment, it slowly accumulates and takes root. Growth also suggests that it is a continuous process and there is ultimately no final destination, as the prison takes on a growth identity and re-writes its own narrative, in an informed and collaborative fashion.

In 2014, the first Prison Growth Project was established at Bastøy prison in Norway. This project was part of a larger research initiative that embraced resident engagement within research and used visual methods to engage the global community, illuminating quality practice. Through photo-essays, staff and residents were asked to capture which aspects of practice promoted growth and why. These findings were displayed for educational purposes to the staff and residents of the prison and five researchers, who worked and resided at Bastøy prison, supported the author throughout the research process, from design to analysis. Bastøy prison was chosen as a research site, due to its exceptional international reputation and its focus on humanistic ecological principles. Following the success of this work, the project was extended to two other Norwegian prisons, being; Halden high security prison and Sandaker Halfway House. Whilst these three prisons were very different in size, organisational structure and categorisation, they all shared a similar philosophy of nurturing an environment which focused on rehabilitation, through the principle of normality.

From the three projects, the principles of growth were evident across all three establishments. These principles were used to guide all interventions and events, with the aim of striving for quality and magnifying meaningful practice, within an English context. The principles of growth resulting from this research were:

Meaningful Relationships: Developing respectful and positive relationships with fellow residents, staff, family and society.

Meaningful Work: Aligning the strengths of an individual to provide a framework to work in a purposeful manner. This is focused on the individual and matching their talents/skills/interests to work opportunities.

Finding Pro-social Ways of Coping with Prison: Developing healthy coping strategies to manage the difficulties of imprisonment, rather than resorting to unhealthy strategies that are harmful to the person and others.

Tasting Freedom: Feeling free can promote a sense of ease, which enables people to consider and reflect upon their own identities. This involves spaces in the prison where residents could think for themselves and be themselves. It may be physical places where people can use their imagination, carry out activities where the mind can escape, or being given the freedom and responsibility to make decisions.

Experiencing Normality: Doing 'normal things' builds confidence and allows the residents to feel and be responsible. It provides a dress rehearsal for living in the community, as the prison aims to mirror the community as much as possible from within.

Promoting Wellbeing: The focus on a healthy mind and body can produce a number of positive consequences, building strength and overcoming obstacles successfully.

Connecting with Nature: Engaging with nature provides a sense of privilege, to a world bigger than oneself.

Experiencing Joy and Peace: Spending time in quiet spaces was one of the key opportunities to provide peace and ease, within a challenging environment.

Constructing a Positive Climate: The co-construction of an environment which focuses on ownership, community and belonging is essential. Community based activities (like wellbeing days) promote the development of a positive climate, as well as physical changes to the environment.

Investing in People: The investment in staff, families and residents were deemed important, as it highlights that people are seen and deserve investment.

Authentic Leadership: The need for courageous, authentic leaders that are pro-social, respectful and decent. Leaders with a strong vision, and pro-active attitude are paramount to growth as well as leaders that embrace the growth principles and advocate them in all that they do.

(Taken from the Prison Growth Project Manual, 2018)

The focus on a healthy mind and body can produce a number of positive consequences, building strength and overcoming obstacles successfully.

Turning to the academic literature: What is hope?

Hope is defined as a cognitive and motivational state that involves a mutual interaction between goal-directed energy (agency) and a planned roadmap to meet a goal.² There are three elements to hope: a goal, a pathway, and agency (energy); A goal or vision allows a focal point and provides the direction of travel; pathways increase an understanding of strengthening capacity and create mental roadmaps to that goal and; agency encapsulates an individual (or in our case, a collective) view that 'we can do it'.^{3,4} These ideas of hope feature within a prison context and it has been suggested that hope is a personality trait of hopefulness, rather than 'having hope' in an individual's capacity to change.⁵ This would suggest that hope is a relatively stable construct and is embedded within people. It can influence spiritual and psychological development⁶ and the absence of hope can lead to burnout, mental health issues and suicide.⁷

Further to this, it is proposed that people with high levels of hope are capable of setting challenging goals, focusing on approach goals ('I will improve'), rather than avoidance goals ('I will stop').⁸ This mirrors the work of Tony Ward and is seen to be more motivational in attaining 'goods' in life.⁹ Placing this within the context of the 'prison crisis', for those prisons that remain unstable, violent and riddled with drugs, the experience of imprisonment (for everyone) is incredibly painful. It is suggested that for a person to be able to withstand suffering such as this, they must be given hope¹⁰, proposing that the starting point for rehabilitative success is when an addict hits 'rock bottom'.¹¹ This state of sheer hopelessness has been found to shift as hope is restored, providing them with hope and an opportunity to change. On an organisational level, this can be compared to the prison

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identity in 2016, as staff described this feeling of hitting 'rock bottom'. This signified the importance of nurturing hope, to increase motivation in change and belief in something better.

Within the literature there are three main classifications of duties towards individual 'prisoners', namely; respect, care and hope.¹² With regards to hope, three points consider how these classifications might be translated into practice. One is that we develop structures and activities that aid residents, in order to retain a sense of hope and direction. The second is that it should be a moral imperative to support those in custody, and to give them opportunities to better themselves. Thirdly, for prison staff to counteract the inevitable periods of depression, with encouragement

and suggestions about the future. All of these points are crucial and ought to be maintained as some of the main tenets of the work of staff in prisons. However, we reflected on how we could develop these ideas of hope and introduced a more person-centred approach, considering the importance of relationships. Relationships in prisons are at the forefront of many of our new initiatives, including key working and how we support those in crisis. We strongly feel that there is a demand for this to become more inherent to the way

we work and that it becomes naturally more acceptable and culturally the norm. We should not solely rely on the safer custody officer, the chaplain or that officer who is 'good with residents', but instead position hope at the core of what we do as a prison, and proudly recognise this as a strength of a healthy and legitimate institution that rehabilitates.

The function of hope in growth: A vehicle for change and a safeguard against harm.

The role of hope within prison is multifaceted. Prisons should be places of hope, meaning, safety and

2. Snyder, C. R. (2000). Hypothesis: There is hope. In C. R. Snyder (Ed.), *Handbook of hope: Theory, measures, and application* (pp. 3-21). New York, NY: Academic Press.
3. Snyder, C. R. (1994). *The psychology of hope: You can get there from here*. New York, NY: Free Press.
4. Snyder, C. R., Cheavens, J., and Sympson, S. (1997). Hope: An individual motive for social commerce. *Group Dynamic: Theory, Research, and Practice*, 1, 107-118.
5. Mei Law, F., and Jen Guo, G. (2016). Correlation of hope and self-efficacy with job satisfaction, job stress, and organizational commitment for correctional officers in the Taiwan Prison System. *International Journal of Offender Therapy and Comparative Criminology*, 60(11) 1257-1277.
6. May, G. G. (1991). *The awakened heart: Living beyond addiction*. San Francisco, CA: HarperCollins.
7. Hanna, F. J. (1991). Suicide and hope: The common ground. *Journal of Mental Health Counselling*, 13, 459-472.
8. Snyder, C. R., Lehman, K. A., Kluck, B., and Monsson, Y. (2006). Hope for rehabilitation and vice versa. *Rehabilitation Psychology*, 51, 89-112.
9. Ward, T. (2006). *Promoting human goods and reducing risk*. Beyond retribution (pp. 111-117).
10. Frankl, V. (1984). *Man's search for meaning*. New York, NY: Washington Square Press
11. Vignansky, E., Addad, M., and Himi, H. (2018). Despair will hold you prisoner, hope will set you free: Hope and meaning among released prisoners. *The Prison Journal*, 98(3), 334-358.
12. Bottoms, A., (1990). *Justice, guilt and forgiveness in the penal system*. Edinburgh: University of Edinburgh Centre for Theology & Public Issues

dignity and the removal of hope brings with it an erosion of these important rehabilitative 'goods'.¹³ Hope impacts on our willingness to learn, change and adapt; all things that are vital within a prison setting, for both staff and residents.¹⁴ With respect to staff, hope can be positively associated with job satisfaction and self-efficacy (our ability to believe in our own capability) and this was linked with organisational commitment, something that we certainly need at this stage in prison reform.¹⁵

Hope is also an important matter to the families of those in custody. In the recent Farmer Review, the agency of families reminded us all of the 'golden thread' of rehabilitation.¹⁶ This often 'missed' opportunity is now gathering good pace and it is refreshing to see the positive uptake of how families can support establishments and how we can encourage change in those in our care. It is a timely reminder however, to consider the difficulty that is faced by the families of those in prison and their ability to continue to support and provide comfort. This absence of consistent love, this particular pain of imprisonment, is one that could be repaired if we became more hopeful. We should be encouraged that if hope is stimulated in the families of those in prison and become more involved, this may in turn generate trust and ignite openness, which can only be positive and productive in our enthusiastic ambitions, to flourish as a service. Relationships therefore became central to the growth strategy, not only between staff and residents, but with families and the community outside.

Hope can also prevent a number of issues that have been historically linked to prison work. It can prevent burnout¹⁷ and enhance job performance,

leading to higher quality problem solving.¹⁸ Job stress is prevalent within correctional work, and is described as; 'feeling job-related tension, anxiety, frustration, worry, emotional exhaustion, and distress.'¹⁹ Hope therefore can be considered as a vehicle for change and a safeguard against harm.

With the function of hope in mind, we started the Prison Growth Project in England just before a prison inspection in 2016, which, in light of the findings depicted a state of organisational hopelessness. An initial assessment of the environment highlighted the level of hopelessness in those that worked at the prison, as stated below;

'The majority of staff have shown signs of burn out due to the environment that has developed. This includes:

- expressing an inability to cope and tearfulness,
- exhibiting feelings of helplessness,
- cynicism,
- a lack of control over their own job,
- a lack of clarity over their role,
- sickness and deterioration of mental health,
- a lack of trust,
- changes in appetite and increased alcohol use,
- exhaustion,
- difficulties in prioritising,
- confusion,
- spending time on tasks that are either overwhelming or boring,

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- wanting to isolate oneself,
- no motivation,
- working long hours with no breaks'.

Report published in December 2016

At this time, the characteristics of job stress resonated with both authors.²⁰ As the 'as is' environment was captured, the following activities were specifically designed to instil hope in the future, as

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13. Liebling, A. (2017). The Meaning of Ending Life in Prison. *Journal of Correctional Health Care*, 23(1), 20-31.
 14. Dufrane, K., & LeClair, S. W. (1984). Using hope in the counselling process. *Counselling and Values*, 29, 32-41.
 15. Mei Law, F., and Jen Guo, G. (2016). Correlation of hope and self-efficacy with job satisfaction, job stress, and organizational commitment for correctional officers in the Taiwan Prison System. *International Journal of Offender Therapy and Comparative Criminology*, 60(11) 1257-1277.
 16. Farmer, L. (2017). *The importance of strengthening prisoners' family ties to prevent reoffending and reduce intergenerational crime*. Ministry of Justice. Accessed from: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/642244/farmer-review-report.pdf
 17. Youssef, C. M., & Luthans, F. (2007). Positive organizational behaviour in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33, 774-800.
 18. Peterson, J. P., & Byron, A. K. (2008). Exploring the role of hope in job performance: Results from four studies. *Journal of Organizational Behaviour*, 29, 785-803.
 19. Mei Law, F., and Jen Guo, G. (2016). Correlation of hope and self-efficacy with job satisfaction, job stress, and organizational commitment for correctional officers in the Taiwan Prison System. *International Journal of Offender Therapy and Comparative Criminology*, 60(11) 1257-1277.
 20. Ludema, J., Cooperride, D & Barrett, F. (2001) AI: the power of the unconditional positive regard question. In *Handbook of Action Research*. Edited by P. Reason and H. Bradbury, pp.189-199. London: Sage.

a way to mobilise the change process and ultimately, build hope.

Building hope through research: An appreciative inquiry

Appreciative inquiry can bring with it a renewed sense of hope and this was evident during the research projects in Norway and England. This is a research approach that only focuses on those positive aspects of an experience, as; *'unconditional positive regard questions...ignite transformative dialogue and action within human systems'*.²¹ The photo-essay carried out in 2016 therefore utilised opportunities for transformation and growth, not only by its appreciative tone but through the relationships that were developed and the values, which were expressed. Consistent with the Norway project, residents and staff were asked to capture, through photography, which aspects of practice promoted personal growth and why. By highlighting positive conversations and emotions, growth can take root and have transformative qualities.²² This is likened to the heliotropic principle and like plants, people grow and move towards aspects of the world which give life.²³

During the Norway research, the author observed that as transformative opportunities took place and participatory goals were fulfilled, a surge of energy spread throughout the prison. What emerged thereafter was greater collective support, legitimacy and a wave of engagement. It evolved from the research team who were making efforts to recruit residents, to the participants lining up to be recruited. The engagement and unspoken support in itself was overwhelming. This same outcome re-emerged in all of the Norway projects and latterly, in the English project.

The following extract is drawn from a qualitative analysis, which took place in the English prison, after the exhibition of the photo-essays.

'Hope yet doubt: A dominant theme from the data was that of hope. This hope was directed towards the Growth project, positive change

*at HMP ***** and in a rehabilitative climate in prisons more broadly. Whilst this hope was clearly articulated within the responses, there were some doubts as to the possibility of a rehabilitative climate and a number of barriers to change were highlighted, including a lack of knowledge around the project and need for greater engagement in the desire to create a rehabilitative environment'.*

After the exhibition there was some uncertainty regarding the pathway and direction of the prison. There was also a clear state of exhaustion. However, once the energy of hope began taking root through the research, this experience was felt and served as a bedrock for further hope development.

Appreciative inquiry can bring with it a renewed sense of hope and this was evident during the research projects in Norway and England.

Building Hope Through Events

The Prison Growth Project has taken an events-based approach over the past two years. By creating moments of rehabilitative worth through experiences, a climate was created, analysed and fed back into the prison. Events ranged from wing based activities, training and also all-prison events. This included a Community Fayre, which is

explained below. By aligning all events with the principles of growth and researching the views of those that experienced them, greater understanding of the change process was sought and assurances were put in place to ensure that we were on the right path. The following extracts are from qualitative analysis out by the Growth Team in 2017;

Wellbeing days: Building Community

'The notion of a community was also strong in the data. This included a reduction of tension and an opportunity to work together, to build something collectively. Feelings of inclusion and a sense of belonging were noted. This led to a greater understanding of each other and a desire to connect in deeper ways. For

21. Porporino, F. (2010). "Brining sense and sensitivity to corrections: from programmes to "fix" offenders to services to support desistance" In . Brayford, F. Cowe and J. Deering (eds.) *What else works? Creative work with offenders*. Cullompton. Willan publishing.
22. Elliot, C & Ford, N. (1999). *Locating the energy for change: an introduction to AI*. Winnipeg: International Institute for Sustainable Development.
23. Jewkes, Y. (2018). Just design: Healthy prisons and the architecture of hope. *Australian and New Zealand Journal of Criminology*, 51(3), 319-338.

example, one resident said; '(it has) shown me that if people come together, more positive things will develop.' The building of an environment that promoted the sense of community seemed to bring hope and freedom to those in prison.'

The direction and pathway to change was also focused upon via a bespoke training programme for the Senior Managers on the subject of relationships. This was not only designed for the specific prison, but having built a relationship with those in Senior Management, it was designed to be meaningful for the senior team, both as a collective and individually. This statement is taken from the qualitative thematic analysis: 'Another participant acknowledged that the session brought with it the realisation that 'people think the same and believe in the way forward', indicating cohesion and hope.'

The relational and spatial environment were regularly assessed by the Prison Growth Project. This allowed for targeted interventions and events to take place, which focused on vision, pathways and energy. This helped incrementally to build hope over a period of time.

Building Hope through Art

Visual methods have also been embedded within Prison Growth Project initiatives, since its establishment. We recruited a resident onto the team in 2017, who had a desire to use his artwork to convey messages of hope. This began through the creation of small star shaped cards that were given to both staff and residents with words of inspiration and appreciation. This developed further, as new opportunities were given to the resident by the Governors to develop his



artistic skills. This sent a clear and broader message to the prison population, as illustrated in the following two images.



These humanising messages aimed to create an 'architecture of hope'.²⁴ Prison spaces are invariably monotonous and dull. These messages through art not only brought hope in what was written but the incremental building of art conveyed more symbolic messages associated with change. One week prior to release, our resident/artist wrote on an internal wall the famous Invictus poem by William Ernest Henley, which brought Mandela hope during his years of incarceration. This was the residents last message of hope before his departure and was poignant and heartfelt. Prison spaces not only influence people psychologically and physiologically, but suggests that prison buildings and spaces have an identity and can support rehabilitation and desistance.²⁵ What we were ultimately working towards was transforming our material physical spaces, despite of architectural and financial obstacles, in order to create 'art of hope.'

Maintaining Hope: 'Keep going everyone!'

Desisting from crime focuses importantly on overcoming obstacles. Whilst primary desistance can be defined as a decision to move away from crime,

24. As above

25. Lewis, S. (Sept, 2018). Never underestimate what a group of like-minded people can do. Accessed from <https://www.penalreformsolutions.com/single-post/2018/09/01/prison-blog-Log-28—Never-underestimate-what-a-group-of-like-minded-people-can-do>



Figures above: Artwork completed by the Paintsmiths and a serving resident

secondary desistance highlights the importance of maintaining this decision in the face of adversity. The role of others within this journey is evident and similarities can be made between individual desistance and organisational, prison desistance. At the English prison, there were those that supported this maintenance process and others that did not. The role of hope-carriers was instrumental in bringing and maintaining hope to both the authors. These hope-carriers were visitors, academics, colleagues, residents and family or friends. Being regularly told to 'keep going' certainly helps with the preservation of hope. The following extracts come from these very people.

The first extract (written by the author) follows a visit to the Prison Growth Project by a member of the regional team, during which we shared the work that we had been doing. This extract not only conveys hope but fulfils the principle of authentic leadership, something that prison governors need, in order to be able to facilitate growth.

'I felt overwhelmed with the task ahead, scared that we wanted too much and at the same time, riddled with excitement of what

could be achieved. I also felt very hopeful and undeniably proud of the challenge and my team. She spoke to us about the importance of the team being a family. She spoke to the men with complete respect, recognising and acknowledging their worth, hearing their individual voices and seeing them as experts'.
Lewis (Sep 1, 2018)²⁶

It is important to have a high level of hope when facing a challenge, because higher hope will empower individuals to set up multiple pathways at a point in time or enable them to find alternative pathways in response to roadblocks.²⁷ This message became increasingly important as we faced a myriad of obstacles, whether they were individuals, processes or material limitations. However, strengthening the capacity for pathway thinking can support the achievement of goals and during difficulties, provide people with motivation to look for alternative pathways to meet these goals.²⁸ During the Project we began to recognise that when roadblocks were hit, drawing a team together to collectively agreed how to overcome the obstacles, supported the inclusive approach, which

26. Snyder, C. R. (2000). Hypothesis: There is hope. In C. R. Snyder (Ed.), *Handbook of hope: Theory, measures, and application* (pp. 3-21). New York, NY: Academic Press.
27. Snyder, C. R. (2000). Hypothesis: There is hope. In C. R. Snyder (Ed.), *Handbook of hope: Theory, measures, and application* (pp. 3-21). New York, NY: Academic Press.
28. Maruna, S. (2012) Travelling desistance hucksters and the Hawthorne Effect. Retrieved from: <http://blogs.iriss.org.uk/discoveringdesistance/author/shaddmaruna/>

led to more robust pathways being developed. The reliance on others was instrumental and allowed hope to be maintained.

Giving hope back- Generativity

Being a hope-carrier can be exhausting and hitting obstacles only diminishes the source of hope. Reflecting on the past two years of this project, the importance of 'giving back' hope to hope-carriers, was recognised as an important process in sustaining prison desistance. The following extract (which was written following a public talk on growth) conveys simple examples of how this was achieved.

'We fundamentally believe it is the right thing to do. To be humane, to be compassionate, to learn and act. To keep going and above all this, to have hope. We called for connection, to work together as a collective and as our talk came to a close, people congregated at the steps of the stage. As we walked into the group of individuals and listened to words of reassurance and support, it brought to my mind Maruna's words, as he describes the importance of 'injections of hope' within penal practice.²⁹ I will keep it in my pocket for the darker moments, because let's face it, we will need it.' Lewis (Oct 12, 2018)³⁰

As we continue on this journey, we are starting to witness how hope is being reciprocated by those residents who were once a part of the Prison Growth Project but have now moved on from the prison. The ethos of the Prison Growth Project is that once you are a member, you remain a member throughout your progression and later release. It is a lifelong membership. To illustrate this point, one resident wrote a Foreword to our recently published Growth Practice Manual;

'The Growth Project is fuelled in the progression of everyone involved, directly and indirectly. It is the

perfect platform for granting staff and residents something we are all searching for within a prison environment and that is quite simple; 'HOPE'. We all hope for something better, maybe hope to change ourselves or our environment, whatever it is, it is a matter of hope and if we break down the work of the Growth Project, then that is exactly what it has done, it has given hope.' Growth Resident (2018)

Hope can also be generated from staff, through a pro-active approach. After committing to the writing of this article, the co-author turned to some of his colleagues and asked them what they hoped for. The responses were naturally all future orientated, but also generally broad in respect of what they had hope for. One colleague, who took some time before she

answered, with a well thought out response. Her reply was simply this, 'I hope that in the future, all staff will want to help those in our care. I'm not bothered about the impact on statistics, I just want to see the results in the faces of our staff, their sense of achievement when someone succeeds'. And also, to those residents in prison, 'I want to see what they do with their lives, when they see that there is something else in life for them that could easily be achieved'. This simple, but well thought out consideration is unsurprising amongst those who work in and around prisons. The need to articulate these hopes and

provide opportunities to build hope capital, is essential within this challenge. This will only nurture hope in others and deepen organisational hope, so that it can withstand the challenges ahead.

Conclusion

In order to achieve our objective for hope there needs to be a reciprocal agreement between staff and residents, for hope to be nurtured, maintained and deepened. This is not just a 'give and take' process within prison desistance, but a multi-directional synergy that is infectious and powerful. Without others to re-fuel hope, hope can erode and deteriorate due to the culture in which we find ourselves. Appreciating the

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29. Maruna, S. (2012) *Travelling desistance hucksters and the Hawthorne Effect*. Retrieved from: <http://blogs.iriss.org.uk/discoveringdesistance/author/shaddmaruna/>

30. Lewis, S. (Oct, 2018). *An Injection of Hope: Reflections from the Criminal Justice Management Conference 2018*. Accessed from <https://www.penalreformsolutions.com/single-post/2018/10/12/Blog-29-An-Injection-of-Hope-Reflections-from-the-Criminal-Justice-Management-Conference-2018>

need for long term investment in prison growth is necessary to ensure it takes root, be sustainable, and ultimately (like tertiary desistance), belong.

Prison can be a hopeless place. A place of pain and tragedy and yet, with hope, the people in prison can create the fuel to grow hope, as the fertiliser. Those who abandon hope and give up, or those who do not have the answers to their issues or problems need the fostering and nurturing from others. As we create and nurture hope-carriers, our culture stands a chance of developing. It is not perfect as we have a long way to go, but without hope, we have nothing. There are several mechanisms in which hope can flourish and understanding these mechanisms brings us closer to this goal: We want to create conditions by which people want to change and desist from crime. A shared, collective vision, a clear pathway to this vision and the energy to get us there will only deepen our commitment to prison reform.

We have recently had an inspection and received a staggering four-point increase on the four healthy

prison tests of Safety, Purposeful activity, Resettlement and Respect. The latter two presenting as 'reasonably good' in the views of the inspectorate, which for us was a huge success and resonates confidently with a significant number of the principles of growth. This in itself provides us with hope and demonstrates to the staff and residents the importance of a growth-orientated approach. It affirms that maintaining hope in change and striving for more needs to be central to our prison reform efforts. Hope must be practiced and encouraged relentlessly. It needs to become a regular conversation and a cultural bedrock habit. Hope nullifies adverse thoughts and doubt, it creates confidence and generates expectation and optimism. It reduces anxiety, fear and apprehension and it promotes future orientated thoughts that should be revealed and shared. Ultimately, hope leads to achievement and success and practicing hope on a daily basis will develop individual hope and strengthen organisational hope in the future.



Vipassana Meditation

As taught by S.N. Goenka in the tradition of Sayagyi U Ba Khin



Working in the prison service can be very demanding, challenging and at times stressful. Why not learn a meditation technique that will help you to face these challenges better?

Vipassana meditation is a straightforward, practical way to achieve real peace of mind and thus to lead a happy, useful life. Vipassana means, 'to see things as they really are'. The technique is a process of mental purification through self-observation. It teaches us to observe the reality within ourselves at deeper levels, and enables us to dissolve tensions and unravel the knots within. In this way we can lead a more positive, balanced, happy and healthy life – full of peace, harmony and goodwill for others.

The technique was taught by the Buddha as a universal remedy for the problems shared by all human beings. It contains nothing of a sectarian or religious nature and it is accessible and beneficial to people of all backgrounds.

The Courses

The technique is taught at ten-day residential courses during which participants follow a prescribed Code of Discipline and follow a full schedule of meditation with daily instructions and an evening discourse elaborating on the technique.

Because it has been found to be genuinely helpful, great emphasis is put on preserving the technique in its original, authentic form. It is not taught commercially, the courses are run solely on a donation basis and are offered freely. All expenses are met by donations from those who have previously completed a course and wish to give others the same opportunity.

To find out more please go to:

www.uk.dhamma.org

www.executive.dhamma.org

www.prison.dhamma.org

Email: info@dipa.dhamma.org