The Pyramid project
Meeting needs and creating opportunities

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Funded by northern rock foundation
Foreword

Reoffending figures from the Home Office in March 2007 show that 65% of offenders released from custody are convicted of another crime within two years. The statistics also reveal that, among those who reoffend, 64% will do so within the first six months. These figures underline the importance of providing successful support to ex-offenders in the early stages of their return to the community.

In 2003, Baroness Vivien Stern (Senior Researcher at the International Centre for Prison Studies and former Chief Executive of Nacro) wrote to Northern Rock Foundation stating: ‘It has been well documented over the past 20 years that the resettlement of ex-prisoners is an under-resourced and structurally failing part of social provision.’ With additional money coming from Northern Rock plc, Northern Rock Foundation’s trustees had the opportunity to invest in new initiatives, including a series of projects relating to the resettlement and rehabilitation of offenders in the north east.

After consultation with the directors of Nacro and Depaul Trust, the two organisations joined forces to form the Pyramid project. While all partnerships inevitably face challenges in fully aligning their practice, staff, trustees and volunteers of Nacro and Depaul Trust should be exceptionally proud of what has been achieved during a particularly difficult time in the history of the criminal justice system and resettlement in the north east, as elsewhere. At the heart of this partnership has been a people-centred approach to service delivery. The project represents a practical example of how voluntary sector-led partnerships can provide through the gate services that help reduce reoffending and the cost of crime to communities. At Northern Rock Foundation, we would like to see similar services provided across the north east and beyond.

I greatly appreciate the opportunity to write the foreword for The Pyramid Project: Meeting needs and creating opportunities. Providing one-to-one support to offenders and linking them to community services works, as this report shows. Convincing other funders that this is the case is the challenge, and I would urge commissioners to read this report. With demands on all agencies’ budgets stretched to the limit, funding such a project requires a large shift in emphasis. I hope you will be impressed by what you read and learn, and that the work of the Pyramid project and the model it represents can be sustained and built on in the future.

Fiona Ellis  Foundation Director, Northern Rock Foundation
Introduction

Addressing prisoners’ diverse resettlement needs is crucial to helping them successfully reintegrate back into the community. To meet this challenge, it is essential that there are effective programmes in place which can deliver comprehensive and integrated resettlement support to offenders both in and out of custody.

Run by Nacro and Depaul Trust, the Pyramid project provides co-ordinated, innovative and life-changing services to offenders, in order to give them the best possible chance of making a successful transition between custody and the community.

Established in 2004, with funding from Northern Rock Foundation, Pyramid has provided resettlement and mentoring services to 2,961 prisoners and ex-prisoners in its first three years. Northern Rock Foundation’s initial funding of over £2 million has therefore allowed a very reasonable average investment of £774 per prisoner to provide the support they need to resettle successfully in the community. The project has also been successful in securing an additional 12 months of funding from Northern Rock Foundation.

Pyramid initially operated in three prisons – Depaul working with young offenders in HMYOI Deerbolt, and Nacro with adult offenders in HMP Holme House and with female offenders in HMP and YOI Low Newton. It now also provides a service in HMP Kirklevington Grange where it helps offenders, including those wanting to relocate out of the area. In addition, Pyramid is in the early stages of setting up a co-ordinated release programme in HMP Durham for those released into the Tees Valley area. The project also works with ex-prisoners in the community in partnership with Finchale College and Teeside, Durham and Northumbria Probation Services, among others.
Working together

By using their established networks, specialist knowledge and pooling resources, Nacro and Depaul have created an innovative and integrated service which ensures through the gate provision for offenders’ needs.

Pyramid – and its success – is founded on the concept of partnership. The partnership between Nacro and Depaul has proved especially beneficial to Pyramid’s work because of the diverse experience and different areas of expertise of the two organisations. Regional stakeholders, in particular, highly value this working relationship.

Resettlement has been at the core of Nacro’s work since it was established in 1966. In 2006-07, through its work in more than 40 prisons across England and Wales and its national resettlement services, Nacro worked with 10,300 prisoners.

Depaul Trust is the leading national charity for young people who are homeless, vulnerable and disadvantaged. It opened its first prison-based service at Feltham YOI in 1996 and now works in nine prisons around the country. In 2006 Depaul worked with over 1,200 young people returning from custody.

Pyramid is funded by Northern Rock Foundation and was commissioned as part of Northern Rock Foundation’s penal reform initiative. Other key players include Her Majesty’s Prison Service (including Deerbolt, Holme House and Low Newton), Northumbria, Durham and Tees Valley Probation Services and the National Offender Management Service (NOMS).
How Pyramid works

By using their established networks, specialist knowledge and pooling resources, Nacro and Depaul have created an innovative and integrated service which ensures through the gate provision for offenders’ needs. Pyramid’s service includes:

- Preventive work in prison at the start of prisoner’s sentences, for example to help save existing tenancies and prevent debt.
- Support finding accommodation and linking prisoners with housing providers.
- Guidance and support on offending behaviour, finance, benefits and budgeting, substance misuse, health and well-being, as well as general advice and support.
- Mentoring: both Nacro and Depaul recruit and train volunteer mentors and advisers who provide one-to-one support to offenders both in and out of custody.
- Programmes which provide offenders with information on the practicalities and difficulties of the resettlement process, and which help them develop independent living skills.
- Linking offenders with educational and vocational training and with local employment providers in the community.
- Mediation services, including family support.
- Intensive support for offenders upon release:
  - helping them plan what practical steps they must take
  - encouraging them to recognise the obstacles they face and how to overcome them
  - ensuring that a worker meets them at the gate, in the absence of family or friends
  - accompanying them, where appropriate, to their first meetings with the probation service and other agencies.
How Pyramid works

These services are delivered through a combination of the following three methods:

- Outreach work: prison-based workers start work in the prison and continue to support offenders on and after their release. This offers excellent continuity of service and the benefit of an ongoing relationship between the worker and the individual, which increases the likelihood of continued successful engagement with the project in the community.

- In-reach work: community-based teams make contact with prisoners while they are in prison, conducting some preparatory work and an assessment in the weeks before release and then offering ongoing support in the community. This approach is used by Pyramid's community resettlement workers and volunteer mentors.

- Co-working: prison workers and community-based workers work together to provide a smooth transition for the offender from the support of the prison-based worker to that of the community-based worker when the person is released.

‘They’ve been there when I needed someone… I’d be back [in prison] by now if it wasn’t for them.’
We know that Pyramid has made a positive difference. Below, we set out evidence of its impact from an evaluation of Pyramid carried out by Leeds University and from other internal research.

A success story

The evaluation found that the project had succeeded in working across all seven of the resettlement pathway areas laid down in the government’s National Action Plan for Reducing Reoffending. This broad structure enables a more comprehensive and holistic approach to offenders’ resettlement needs.

There is a high level of demand for the support Pyramid offers. During the first three years of the project, Nacro worked with 2,647 prisoners and ex-prisoners and Depaul with 314 prisoners and ex-prisoners, which is substantially more than the target of 1,260 participants. This is a great achievement, particularly given that many project participants required intensive support for the problems they were experiencing.

Pyramid’s work has been praised by all those it has worked with and for, including:

**Prisoners and ex-prisoners:** almost nine out of ten (87%) of those interviewed in prison were satisfied or very satisfied with the help they received from the project. The main reasons for satisfaction were prisoners had received help with accommodation, education or training, the project had delivered what it said it would, or they felt they had received general help and support.

**Prison managers in each of the establishments and at area level:** Pyramid has forged strong links with the Prison Service and enjoys a good reputation at area level. Project workers have become valued members of resettlement teams and have repeatedly emphasised their strong working relationships with prison managers.

In addition, regional offender managers and voluntary, statutory and private sector agencies contacted during the evaluation commended the project’s work. During a stakeholder consultation conducted by Nacro in 2006,
‘What is particularly impressive about the Pyramid project is the way in which it has adapted to and integrated with the needs of both prisoners and the establishment.’

Making a difference

comments made by senior representatives from all the key partner agencies revealed they also viewed the project as a success. One stakeholder commented: ‘What is particularly impressive about the Pyramid project is the way in which it has adapted to and integrated with the needs of both prisoners and the establishment.’

In a short time, Pyramid has become instrumental in developing and delivering an innovative and integrated service which ensures through the gate provision for offenders. Not only has this approach had a positive impact on the resettlement of prisoners into the community, but it also benefits the community by helping offenders stop reoffending.

Specific areas of impact

Reducing reoffending

In the evaluation an encouraging number of prisoners said the project had reduced the chances of them reoffending once they were released. Three-quarters of respondents interviewed in the community reported that the assistance they had received from the project had helped them deal with offending related problems, made it less likely they would reoffend, had prepared them for release and made it easier for them to come out of prison. In addition, research conducted in 2006 which tracked 238 ex-offenders who had used Pyramid’s services over the previous two years found that 92% from Low Newton, 78% from the community and 61% from Holme House had not returned to custody.

One ex-offender explained: ‘They’ve been there when I needed someone… I’d be back [in prison] by now if it wasn’t for them.’

Another added: ‘[I] wouldn’t have made it that long [without offending] without them.’
Reducing reoffending

The importance of Pyramid’s work in preventing someone from slipping back into reoffending is compellingly illustrated by individual testimony from service users, such as Steven:

Steven had spent 15 years in a ‘revolving door’ cycle of offending. He had a long history of trouble with the law, including 48 criminal convictions and 80 recorded offences. Before being sent to Holme House he had been sleeping rough for two years and had had no fixed address for 15 years.

Steven became aware of Pyramid at a multi-agency induction session in prison. At the end of his sentence the Nacro team, based both in the prison and the community, arranged a tenancy for him on the understanding that he would accept support and, that if this went well, it would lead to permanent accommodation. Initially, Steven found it hard to accept support and contact became intermittent. But gradually, as trust was built, contact became regular, he became more positive and kept to the appointments. Using a supporting letter from Lou, his Nacro community support worker, and other positive references, Steven was allocated a permanent tenancy. As part of her work with Steven, Lou encouraged him to build bridges with his estranged family in order to regain the family support so crucial to prevent him slipping back into his old ways.

On one occasion, Steven sustained head injuries as the result of a serious attack and was in intensive care for a fortnight. During this time, Lou provided the hospital with information on his medication and on how to contact his family, and secured visiting rights (normally reserved only for family in intensive care cases). On Steven’s discharge from hospital, he said ‘as Lou continues to be there for me, my life is going to get better and better’. Lou also conducted a successful appeal by phone (on Steven’s behalf due to his head injuries) against the prior refusal of a community care grant award.

Nacro has also supported Steven in numerous other ways including contacting utility suppliers, lodging claims for housing benefit and community tax benefit, arranging follow-up appointments at the hospital, and helping him set up house. Due to this continued support, by February 2008, Steven had managed to stay out of trouble for 15 months and is considering college. Prior to his involvement with Nacro and without any release support, the longest period of time he had ever kept out of trouble was three months.
Making a difference

Meeting prisons’ needs
Pyramid works very closely with the prisons in which it is based. This has enabled its services to adapt to the particular needs of each institution. For example, both Depaul and Nacro were initially working with offenders who would be resettling in the north east. Then, at Deerbolt’s request, Depaul began to offer advice services to young people who would be moving to other areas on their release, while Holme House funded an additional worker to enable the Nacro team to extend their full service to all prisoners, regardless of sentence length or resettlement area.

In Deerbolt and Holme House, prison managers emphasised that Pyramid’s flexibility allows the prisons to meet their accommodation targets.

In Deerbolt and Holme House, prison managers emphasised that Pyramid’s flexibility allows the prisons to meet their accommodation targets. Nacro’s adaptability to the requirements of the Prison Service’s housing key performance targets (the number of prisoners released with settled accommodation to go to) led to Holme House delegating responsibility to Nacro for delivering its key performance target for housing. The result was a performance rate of 76.7% against a target of 74% for the first half of the financial year 2007-08. Deerbolt credits Depaul with the achievement of 84.6% against their target of 81% for the first half of the financial year 2007-08.

At a regional level, Prison Service representatives have noted the important contribution Pyramid makes to education, training and employment key performance targets, as well as accommodation.

Finding accommodation for prisoners
Finding accommodation for prisoners upon release has repeatedly been emphasised as one of the project’s greatest strengths. A 2006 report by HM Chief Inspector of Prisons following an inspection of Deerbolt found that ‘excellent work was being done by Depaul Trust in terms of finding accommodation, predominantly for prisoners returning to the north east’. At Holme House, 100% of those who face accommodation problems upon release are contacted by the Pyramid team and offered support to find housing, although not all will take up that help. Currently, 76% of prisoners from Holme House are released with an address to go to.
At Holme House, Pyramid has set up a peer housing advice service that trains prisoners to provide other prisoners with information on housing. Using £90,000 of funding which the prison awarded to Nacro for a three-year period, the service helps prisoners to help themselves and others, empowering them to take responsibility for their own and others’ resettlement.

Offenders have highlighted what a difference these services make to their lives:

One said: 'I had great difficulty in gaining help from services within the prison. Until Nacro became involved with my case, I feared the worst. Nacro have worked tirelessly for me and never let me down at all. I can only thank you but I can never repay the effort.'

Another commented: ‘Depaul Trust has given me the best possible help and support in finding accommodation in a new area. I have had no problems and my application was dealt with quickly, resulting in me finding the best suitable accommodation for my needs… I would advise anyone who needs help to contact the Depaul Trust.’

**New and expert services**

Pyramid staff have designed, piloted and implemented innovative and accredited programmes for offenders (many of whom will never have previously had the chance to learn in a safe and positive environment). One such example is the Housing Awareness Programme Nacro runs in Holme House and Low Newton, which has proved a huge success. The course, which teaches prisoners how to secure and maintain a tenancy and provides advice on independent living skills, has a flexible structure that takes into account the unique factors associated with working with prisoners, in particular, with those on very short sentences. In light of this work, the Nacro Pyramid team at Holme House received an award at the Cleveland Justice Awards 2007 in recognition of ‘an outstanding contribution to working with offenders’. The dedicated work of Pyramid staff on innovative programmes like this helps prisoners to make a fresh start. As one explained: ‘They’re… enthusiastic and motivate you and have faith in you… they’re on my wavelength and listen to me.’
Making a difference

Pyramid also aims to complement existing provision. Thus, at Low Newton Pyramid has been praised for working with the prison to develop a service which adds to (rather than duplicates) the work undertaken by the prison itself and other agencies. For example, Nacro works in the prison to meet the needs of those on remand and adult short-term prisoners – a group who currently receive no formal supervision from statutory agencies on release from prison. As one offender put it: ‘…they’re there and they provide a service that no one else does. They care…’

The combination of innovative programmes with Depaul and Nacro’s established networks and specialist knowledge results in an impressive service. As one prison manager at Deerbolt explained further: ‘…they have the expertise... we would have to build on it and it would take us a few years to be as effective and proactive as the Depaul Trust.’

Through the gate

While prisons and their partner agencies have made progress in supporting people through the difficult first few days in custody, the stresses and risks associated with release can often be overlooked, especially as releases can take place at very short notice. This leaves little time for prisoners to prepare emotionally or practically, or for release day support to be put in place. One of Pyramid’s hallmarks is the continuity of support it offers offenders: not just as they prepare for their release, but also on the day of release and in the crucial first few months back in the community. As one ex-prisoner explained: ‘Just to know I’d have their support took off some of the worries straight away… just knowing they’d be there gave me a bit of peace of mind.’

Indeed Pyramid has successfully maintained contact with a significant number of participants post-release and levels of continuity of contact through the prison gate compared favourably with the rates achieved by the Home Office Resettlement Pathfinder Project 2000-2002. Two main factors were found to influence contact levels: prisoners’ high levels of satisfaction with the assistance they had received in prison; and whether they had met the person who contacted them in the community while they were in prison.
Mediation

Mediation is an important aspect of the support Pyramid provides around the time of release. Many ex-prisoners would prefer to move in with family, friends or a partner when they leave prison, but relationships often become strained under the pressure of the circumstances leading up to and during imprisonment. Pyramid’s work with families providing mediation and support can therefore be instrumental in creating a stable base and family support for ex-offenders, as Richard’s story shows:

Richard was in trouble in his local area by the time he was 16. His behaviour brought him to the attention of the local housing office and the council’s Safer Estates Team, and his parents were informed that they could lose their tenancy unless Richard’s antisocial behaviour stopped. Richard then committed an offence and was sent to Deerbolt on an 18 month sentence. In prison, Richard started working with Depaul because he was going to be excluded from the family home when he was released. Upon his release in December 2006, he was forced to stay on a friend’s sofa while his Depaul worker worked intensively with him, his family, the local authority and the police to enable him to go back to his family home. Richard moved back in on 31 January 2007 and has been settled there ever since.

By February 2008, Richard had completed eight months of a bricklaying apprenticeship with Taylor Wimpey builders. Depaul hopes that Richard is just the first of many young people who can benefit from their formal partnership with Taylor Wimpey. Richard’s plans for the future include finishing his apprenticeship, getting a job in construction and eventually buying his own home.
Mentoring

Mentoring is another important part of the tailored support which Pyramid provides through the gate to offenders. Nacro and Depaul both run schemes which recruit and train volunteer mentors who offer one-to-one support. They provide guidance in a non-judgemental and confidential environment which puts offenders at their ease and allows them to constructively explore options for their future. In the first three years of the project, Pyramid recruited and trained 135 mentors. When asked if mentoring had had any impact on his behaviour, one ex-prisoner said: ‘Yes, without a doubt, if it wasn’t for my mentor I’d definitely be back [in prison] by now… [it’s] someone to look up to.’

The extent to which mentoring can turn a person’s life around is strikingly illustrated by Lynn’s story:

Lynn, a 33-year-old woman was sent to Low Newton on charges of child neglect. She lived in constant fear, both of others discovering the nature of her crime and of what would happen to her four children who had been placed in permanent care. She had very low self-esteem and had been sexually, mentally and physically abused from the age of six.

She became involved with Pyramid and was assigned an approved Nacro mentor. The mentor worked with her to overcome the shame she felt about her crime and also referred her to Families in Care (an organisation which specialises in helping women whose children have been removed) to help her better understand the process. She also recognised that Lynn suffered from dyslexia and helped her make adjustments so she could keep up with her coursework. Lynn also attended and passed Nacro’s Housing Awareness Programme (a Level 1 accredited course) which she was thrilled about as it was the first qualification she had ever obtained.

Lynn’s Offender Manager has greatly valued the time taken by the mentor to keep them informed every step of the way, in particular when Lynn had to leave the hostel she was placed in on release from prison because of a developing relationship. Nacro was able to find her accommodation in one of its properties which provided some much-needed stability. This step enabled her both to relocate to an area away from where she had committed her crimes, and to foster her growing sense of independence.

Since then her mentor has encouraged her to join her local church, complete a Level 1 qualification in painting and decorating, enrol in college to do a floristry course, and has coached her for job interviews. She also persuaded her to attend counselling to deal with the abuse in her past. Lynn is now settled, engaged to a local man, she has moved into permanent accommodation and is looking for a job. In her own words: ‘I now have a life of my own and a future that I can shape and influence.’ She says mentoring has given her a lot more confidence, encouraged her to think differently about her life and, that without the support of her mentor, she would never have been able to see the positives about herself and her future.
Building successful links in the community
Pyramid works very closely with probation officers to help offenders settle back into the community and stay clear of crime. The project has also developed countless other partnerships in the community, including those in the following areas:

Training: Nacro has formed a partnership with Finchale College, a unique national specialist provider of vocational training for people with disabilities. A Nacro prison and community resettlement worker, based in the college part-time, works with college staff to help offenders and ex-offenders get back into work. Last year, 64% of those in training secured full-time employment in their chosen field of work.

Housing: Pyramid has worked hard to strengthen relationships between prisons and housing providers. In Holme House, this has led to local authority representatives and supported accommodation providers making visits to the prison, which has broken down barriers, increased prisoners’ access to information and enabled providers to be linked directly with those in need.

Employment: Pyramid has taken on an Employment Liaison Facilitator who has successfully fostered positive relationships with employers, Job Centre Plus and the North East Employers Coalition. As a result, placements for offenders are now available at a wide range of businesses including the Hilton Hotel, Taylor Wimpey, Carillion, the Legal Services Commission, Sunderland and Newcastle local authorities and Barnardo’s.
Building links in the community

Building partnerships with many different agencies and organisations helps ensure that Pyramid has the necessary breadth of support in place to help offenders. Indeed for those with diverse needs, it can make all the difference, as Mark’s story shows:

Mark was excluded from two schools before he started at Bishopton Behavioural School. Two major milestones happened when he was 11: he was arrested for the first time and was diagnosed with ADHD. Mark received an ASBO when he was 17 and first went to prison when he was 18. Since then, he has served two more prison sentences.

Mark first started work with Depaul’s resettlement team in May 2005. In July 2006 he was released and lived in a bail hostel. He was planning on enrolling on a college course, but breached his licence through drunken behaviour at the hostel and was sent back to prison. He kept working with the Depaul team until he was released in April 2007. By February 2008, Mark had completed his licence and been out of custody for 10 months – the longest time he has stayed out after being released.

Depaul has worked with probation, CARATs (drug services) and the mental health team at Deerbolt and there has been continued liaison with probation and his housing provider since his release. Depaul has also provided family support, particularly mediation between Mark and his mother, offering his mother a high level of support and advice. Mark has matured during his time working with Depaul and really appreciates the sustained and consistent support he receives from his resettlement worker.

Mark now lives in a bail hostel because he is excluded from the area where his mum lives. He is receiving support to challenge exclusions from accommodation and is looking to move out of the hostel into a flat and go to college. He has completed a site safety course and is deciding what course he would like to do next.

As part of the Children’s Commissioner’s ‘11 Million Takeover Day’ in November 2007, Mark led a session attended by 20 Depaul staff, young people and criminology students. Mark took the chair as quizmaster and tested participants’ knowledge on the complexities of the criminal justice system.
Improving practice through joint working

Prior to Pyramid, Nacro and Depaul had never worked together on a resettlement project. The two organisations have both benefited from this partnership: they have learned a great deal about and from one another, with mentoring, in particular, benefiting from close working between the two charities. Pooling and securing resources has enabled them to jointly improve their practice and develop their expertise. For example, there has been joint working on the development of a new risk assessment tool and joint staff training on its implementation. Nacro and Depaul believe that the profile and potential for the sustainability of their work in the north east is far greater than it would have been had one of the agencies delivered the work alone.
Pyramid provides an integrated resettlement package that provides expertise and continuity of support tailored to individual needs.

Sustainability

Seamless prison and community provision are extremely important to prisoners’ successful resettlement. Central to Pyramid’s success is the continuity of support it offers: prisoners are supported and prepared for release while in custody and supported through the prison gate into the community, where assistance can continue for as long as necessary through the use of paid workers and volunteer mentors. The project reaffirms the outcomes of the Home Office Resettlement Pathfinder Project 2000-2002 by demonstrating the value and effectiveness of integrated through the gate service provision for people being released from prison. Indeed there is support from prison managers, regional offender managers and voluntary, statutory and private sector agencies for the project to be made available to all prisoners across the north east, and ultimately for the benefits of its way of working to be made available to prisoners across the country.

Pyramid’s model is one which embodies the aspirations of NOMS to harness voluntary sector innovation and ethos and better align service provision with need. The initial three year funding and additional 12 months of funding provided by Northern Rock Foundation have provided a valuable opportunity for Depaul and Nacro to design and deliver prisoner-centred services. However, the project’s ability to continue and to expand is under threat from various factors: funding constraints; the continuing uncertainty about the commissioning mechanism through NOMS; government pressure on the public sector to reduce operating costs; and lack of joined-up working.

Despite these challenges, Nacro and Depaul are committed to securing future funding for Pyramid that will enable it to continue to work in ways consistent with the values of the two organisations. In addition, they are committed to working together with partners in NOMS, the prison and probation services and local authorities to safeguard the future of Pyramid’s model of working.

In order for this to happen, the following action is being taken:

- Pyramid’s model is being promoted to NOMS and, in particular, evidence of its impact on reducing reoffending.
Efforts are being made to encourage NOMS at a regional level to consider commissioning similar services at area or local level.

Local authorities, drug action teams, primary care trusts and Supporting People commissioners are also being made aware of the model and its impact on reducing reoffending, as well as being encouraged to consider co-commissioning or joint commissioning of this type of service.

Pyramid’s work also has implications for future policy as follows:

- More effort must be made to increase the use of local prison places and minimise prisoner movement, so that resettlement teams inside prisons can connect prisoners effectively to the complex networks of accommodation and support providers in their area.

- The resettlement of offenders in the community requires appropriate and effective investment. Not only would this result in better services for ex-offenders, but the resulting reduction in reoffending would also generate savings for the criminal justice system and society as a whole.

- Effective services must be commissioned from a range of voluntary, statutory and community partners. In order to achieve this, prison and community-based commissioners need to pool resources and jointly develop service specifications to ensure that integrated services like Pyramid receive appropriate support and funding.

Pyramid provides an integrated resettlement package that delivers expertise and continuity of support tailored to individual needs. With more joint working and targeted resources, the vision that Pyramid offers can become a reality for offenders and ex-offenders in custody and in the community across the country.

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The Pyramid project Meeting needs and creating opportunities

Nacro is the leading charity in England and Wales dedicated to making society safer by reducing offending. Its practical services give offenders and those at risk of offending the skills, support and motivation they need to change their lives for the better. Each year Nacro helps over 85,000 people through more than 300 projects across England and Wales.

- Services to individuals and communities: Nacro runs housing schemes, learning and skills programmes, youth activity and outreach projects, neighbourhood-based projects and resettlement services for prisoners and ex-offenders.
- Services to organisations and partnerships: Nacro’s consultancy, research and training services offer expertise in the fields of prisons and resettlement, mental health, race and criminal justice and youth crime.
- Policy and campaigning: Nacro campaigns for changes in the way crime is tackled and promotes better ways of reducing it, based on its practical experience.

Depaul Trust is the leading national charity for young people who are homeless, vulnerable and disadvantaged. It aims to:

- Prevent young people from becoming homeless by rebuilding family relationships.
- Protect those who become homeless by finding them a place to call home.
- Provide young people with the chance to fulfil their potential through education, volunteering, training and jobs. Since it started in 1989, it has made a difference to over 40,000 young people.

Depaul Trust opened its first prison-based service at Feltham YOI in 1996 and now works in nine prisons around the country. In 2006 Depaul worked with over 1,200 young people returning from custody.

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