PRISON REFORM TRUST
STRATEGIC PLAN 2015-18
INTRODUCTION

The Prison Reform Trust (PRT) was founded in 1981 to inform public debate and improve prison conditions and the treatment of prisoners, amidst concerns about a projected prison population of 48,000 by 1984. With the prison population in England and Wales exceeding 84,000 the charity remains as important to civic society today as it was then.

While often working alongside the Prison Service to effect reform and maintaining close links with departments including the Ministry of Justice, Treasury, Home Office, Cabinet Office, Department of Health and Department for Education, to retain its independence the Prison Reform Trust does not seek or accept government funding. The structure and rigour of programmes are agreed with those trusts and foundations that offer kind support and the work plan is necessarily dependent upon such funding continuing to be available. We often work in formal partnership with other organisations, and invariably our approach relies upon the contribution of both individuals and organisations with profound expertise in the subjects we tackle. As an advocacy charity working in this way, it can be challenging to attribute success. However, independent evaluation has shown that we have a strong track record of effecting change in policy and practice across the UK.

This document sets out the Prison Reform Trust’s strategic aims and objectives for 2015-18 and will be reviewed on an annual basis by trustees and staff to ensure the charity is in a position to anticipate and respond promptly to current and future events.

Attached as appendices to this plan are:
- Our plans for organisational effectiveness (Appendix 1)
- The context within which the Prison Reform Trust expects to operate in 2015-18 (Appendix 2).

OVERARCHING AIMS

The Prison Reform Trust is an independent UK charity working to create a just, humane and effective penal system. We do this by inquiring into the workings of the system; informing prisoners, staff and the wider public; and by influencing Parliament, national and local government and officials towards reform.

The Prison Reform Trust has two overarching aims that contribute towards a safer society:
1. Reducing unnecessary imprisonment and promoting community solutions to crime
2. Improving treatment and conditions for prisoners and their families.

VALUES AND PRINCIPLES

The values and principles that underpin the Prison Reform Trust’s work are:
- Prison should be reserved for those whose offending is so serious that they cannot serve their sentence in the community
- The Prison Reform Trust believes that the only justification for the sentence of imprisonment is the measured punishment of an individual for an offence; it is not right to use prison as a gateway to services or treatment, or to attempt to use prison in place of effective crime prevention
• Overcrowding in prisons undermines the effectiveness of education, rehabilitation and other programmes aimed at reducing reoffending
• Prisoners and their families should be treated with humanity and respect and have access to clear information and the opportunity to represent themselves and have their views taken into account
• The Prison Reform Trust believes that the Prison Service should provide constructive regimes, accessible to all prisoners, in decent, safe conditions that ensure the well-being of prisoners and prepare them for resettlement in the community
• Prison and probation staff need the support and resources necessary to reduce the risk of reoffending to the lowest possible level and to support ex-prisoners in resettling into employment, family and community life
• All victims of crime should be dealt with fairly and humanely and should have access to restorative justice if they so wish
• The general public, Parliament and those responsible for incarcerating offenders should be fully informed about the state and effectiveness of our criminal justice system
• As the most serious punishment in this country, imprisonment should remain the ultimate responsibility of the state.

OBJECTIVES
We organise our work under four broad objectives: reducing unnecessary imprisonment; improving treatment and conditions for prisoners and their families; promoting equality and human rights in the criminal justice system; and informing the public, parliament and policy development.

1. REDUCING UNNECESSARY IMPRISONMENT
1.1 Reduce prison numbers overall
The Ministry of Justice will face significant challenges in delivering more with less resources and this presents both opportunities and challenges for prison reform. The National Audit Office has said that reducing prison numbers represents the most effective way of saving taxpayers’ money. In the absence of a reduction in prisoner numbers during the last parliament, deep cuts to prison budgets have placed prisons under severe strain with plummeting rates of purposeful activity and rising levels of self-harm, suicide, and assaults. The Prison Reform Trust has taken a lead role in advocating reform while highlighting the risks of ill-thought through budget cuts. It has contributed to the abolition of the Indeterminate Sentence for Public Protection (IPP), legislation to reduce the unnecessary use of custodial remand and the roll out of liaison and diversion service for the high numbers of people with mental illness and learning disabilities. Reducing the overall spend on imprisonment remains vital to securing an improvement in the quality and effectiveness of the prisons that remain.

Achievements
• Informed policy by submitting evidence to, amongst others, the Justice Committee’s inquiry on Prisons: Planning and Policy; the Scottish Prison Service’s strategy for purposeful activity; the Sentencing Council’s new guidelines on theft offences; and the Harris Review of self-inflicted deaths of 18-24 year olds in custody
• Gave oral evidence to the Criminal Justice & Courts Bill Committee; the Justice Committee inquiry on Prisons: planning and policies; and the Welsh Affairs Committee inquiry on Prisons in Wales and treatment of Welsh offenders
• Contributed to government plans and consultations on sentencing and rehabilitation and the future of the prison estate

Plans
• Build and analyse evidence on factors driving the prison population increase
• Gather information on sentencing, remand, breach and recall to inform policy and practice
• Contribute in detail to sentencing policy development (see section 1.3 below) Scrutinise and highlight concerns associated with competition and the growth of private sector vested interest in criminal justice
• Reduce the imprisonment on vulnerable groups including people with mental health needs and learning disabilities, women, young adults and children
• Monitor reduction in needless use of custodial remand and the application of the ‘no real prospect’ test
• Examine the scope for justice reinvestment and community budgets
• Challenge the use of prison as a ‘place of safety’ (particularly for mental health needs)

1.2 Reduce women’s imprisonment
The Prison Reform Trust has consistently advocated a reduction in women’s imprisonment by highlighting the particular needs of young mothers, women who are mentally ill and foreign national women; and by challenging any unnecessary use of remand. The Prison Reform Trust acted as an independent member on Baroness Corston’s government commissioned review of vulnerable women in the criminal justice system published in 2007 and since then has worked to secure implementation of the review’s blueprint for reform.

In a major programme, the Prison Reform Trust is working with partners to reduce women’s imprisonment and change national and local government policy and practice in relation to women offenders and those at risk of offending.

The Strategy to Reduce Women’s Imprisonment commits PRT to the following objectives:
• Lead and develop the strategy and work with a single purpose to reduce women’s imprisonment across the UK
• Develop and maintain a compelling alliance of professional groups and voluntary and civic society organisations including the National Council for Women and Soroptimists International
• Identify the key drivers to women’s imprisonment and the levers for reform
• Work across government departments and high custody local authorities to change policy and practice
• Engage and support women offenders and service users as well as practitioners, including police, health and community services, to develop an effective response to women in trouble with the law.

Achievements
• Contributed to a 10% reduction in the women’s prison population (from May 2012 to January 2015) including reductions in most of our target groups.
Secured a Government amendment to the Offender Rehabilitation Act 2014 (Section 10 - Arrangements for supervision and rehabilitation: female offenders), giving women-specific services in the criminal justice system their first statutory foothold.

Published influential briefings including Why focus on reducing women’s imprisonment? and Brighter Futures: working together to reduce women’s offending which have increased awareness of the characteristics and drivers of women’s offending, and raised the profile and use of early intervention and diversion.

Worked through the Ministerial Advisory Board on Female Offenders to influence policy and accelerate change, achieving Ministerial commitment to halve the women’s prison population.

Published the Soroptimists Action Pack and the landmark report of our collaborative inquiry, Transforming Lives – reducing women’s imprisonment, mapping criminal justice provision for women across the four nations of the UK and making targeted recommendations for reform.

Produced “Working it out” briefing on women’s employment that prompted the Justice Minister to write to 100 companies encouraging them to employ women on release from custody. Gained recognition of the links between women’s victimisation and their offending eg in the HMIC report, ‘Everyone’s Business’, on police responses to domestic abuse and government policies on violence against women and girls (VAWG).

Worked with strategic partners, including MOPAC and NHS England to develop proposals for a pan-London plan to reduce women’s offending and imprisonment.

**Plans**

- Review evidence on the sentencing of mothers, consult with stakeholders to develop credible recommendations for change and work to implement them.
- Ensure that the impact on women of the new probation supervision regime in England and Wales is monitored and evaluated, including the statutory obligation to identify and address women’s needs in s.10 Offender Rehabilitation Act 2014.
- Work with local and national partners to roll out early intervention multi-agency strategies in the high-custody metropolitan areas and ensure delivery of the pan-London plan.
- Monitor the implementation of the ‘no real prospect test’ and its impact on the number of women in prison on remand.
- Work with Soroptimists across the UK to ensure that all four nations commit to implementing recommendations of the Transforming Lives report and filling gaps in services for vulnerable women.
- Design and ensure implementation of an effective women’s justice governance structure to provide co-ordinated, well-resourced and sustained policies to achieve improved outcomes for women in the criminal justice system.
- Reduce the impact on children of their mother’s imprisonment.
- Develop a persuasive economic case for reform of women’s justice.

### 1.3 Sustain reduction in child and youth imprisonment

Out of Trouble, our five year programme with national and local government and partner charities, helped to achieve a reduction in child custody of over 45% by 2012. PRT has worked to maintain this momentum and there is now only a third as many children and young people in custody as there were in 2008/9.
Achievements

- Disseminated the lessons of Out of Trouble by addressing the Judiciary, senior police officers and other interested groups on reducing the number of children in custody
- Gave evidence to Ministry of Justice consultations on secure college rules and joint inspections of children’s services, helping to challenge the Government’s ‘Secure Colleges’ proposals for youth custody, resulting ultimately in a decision not to proceed.
- Supported the work of the Care Leavers Association to improve services for care leavers in custody
- Contributed to the Seiff Foundation’s work to reform the operation and effectiveness of the youth justice system (Inquiry chaired by Lord Carlile)
- Gave oral and written evidence to the Independent Advisory Panel on Self-Inflicted Deaths in NOMS Custody of 18-24 year olds (the Harris Review), prompted by PRT and Inquest’s report on the deaths of young people in custody.

Plans

- Ensure that gains from Out of Trouble are sustained and that the learning is embedded within the broader organisation and partner organisations
- Contribute to further reductions in child custody and reform of the youth justice system, through membership of the Standing Committee on Youth Justice.
- Conduct a Review under the Chairmanship of Lord Laming into the over representation of children in care, or with experience of care, in the youth justice system and produce recommendations for change in early 2016
- Provide public affairs support to the Barrow Cadbury Trust Transition to Adulthood alliance to lay the foundations of a cross-government strategy on young adults and drive policy and practice improvements in their treatment in the justice system

1.4 Promote improvements to sentencing

In partnership with the Institute for Criminal Policy Research (ICPR), the Prison Reform Trust has played an important role in promoting improvements to the sentencing framework. We supported the establishment of the Sentencing Council and helped to advance recent changes in legislation including the abolition of the indeterminate sentence for public protection (IPP) and improvements to the adult and youth remand framework. The challenge now is to address the structural sentence inflation which has overloaded the system and undermined prisons’ ability to deliver safe, decent and constructive regimes.

Achievements

- Presented the case for a review of indeterminate sentenced prisoners
- Produced briefings on, and proposed amendments to, the Criminal Justice and Courts Bill and the Offender Rehabilitation Act and highlighted the impact of sentencing provisions on the Parole Board and prison resources
- Organised seminars in women’s centres in Birmingham and London to coordinate a detailed response to the Sentencing Council’s consultation on fraud, bribery and money laundering and on theft and handling.
**Plans**

- Monitor and develop recommendations to limit the use of indeterminate sentences, including the mandatory life sentence
- Make recommendations to the Sentencing Council to improve sentencing guidelines by responding to relevant consultations
- Monitor implementation of new guidance including that on trafficking and coercion.
- Work with people having problems with sentence progression to ensure sentence planning policy is implemented and prisoners have the information necessary to make informed choices
- Conduct new applied research on ‘joint enterprise’, in partnership with ICPR, including consultations with the Department of Public Prosecutions, the Ministry of Justice and the Lord Chief Justice.
- In each instance, monitor the impact of change on disproportionality within the system.

**1.5 Promote community solutions to crime and restorative justice**

The Prison Reform Trust is a member of the Restorative Justice Council. Along with the Criminal Justice Alliance and Victim Support we have supported government in establishing a legislative framework for restorative justice. Through regular briefings and polls, the Prison Reform Trust has built a profile for restorative justice and community solutions to crime and is committed to restorative justice being offered to victims on a non-coercive basis.

**Achievements**

- Helped to secure amendments to the Crime and Courts Act on pre-sentence restorative justice and enshrined restorative justice in legislation for the first time
- Produced briefings on, and proposed amendments to, the Offender Rehabilitation Bill and highlighted concerns about the expansion of short prison sentences and the effectiveness of community sentences
- Published on our website, ‘The future of imprisonment’, a lecture setting out a vision of how prisons can be run on restorative principles.

**Plans**

- Promote community solutions to crime and highlight effective practice
- Monitor the impact of probation reforms on community provision
- Support legislative changes to provide victims and offenders with increased opportunities for restorative justice
- Work with the Restorative Justice Council, Victim Support and others to promote the use of restorative justice and the spread of good practice.
- Produce a briefing based on a small and informative study on “adapted” community alternatives to custody for offenders with learning difficulties or mental health needs
- Use our report Brighter Futures, which profiles good practice, to call for coordinated services bringing together police, health, women's services and local authorities to provide effective community solutions for women at risk of (re)offending.
2. IMPROVING TREATMENT AND CONDITIONS FOR PRISONERS AND THEIR FAMILIES
The Prison Reform Trust monitors prison conditions and the treatment of prisoners, highlighting good practice and exposing poor conditions and treatment to wider public attention.

2.1 Provide information and advice to prisoners and their families
Our advice and information service responds to more than 6,500 queries a year from prisoners, their friends and families and people working with prisoners. Information received is used in our work to assist individuals, improve conditions and treatment and lever wider policy change. The Prison Reform Trust provides the only general prison information free-phone line for prisoners in England, Wales and Scotland. Information we have produced is available in 27 languages and in easy read on the Ministry of Justice website.

Achievements
- Responded to over a third more requests for information and advice, 6,741 queries from prisoners, their families and friends and people working in prisons
- Provided information for 26 consultations to government and briefed colleagues working on media queries, articles and presentations
- Increased the numbers of hits to the advice and information section of the website from 5,800 to 6,400
- Provided placements for two volunteers on release on temporary licence (ROTL) and secured funding for a trainee advice role for a prisoner or former prisoner
- Produced human rights booklet for prisoners and information on changes to ROTL policy
- Developed database so that queries re legal aid can be monitored
- Contributed a monthly Inside Time column and a regular monthly National Prison Radio programme Q and A from prisoners.

Plans
- Disseminate independent, accurate, up to date advice and information to prisoners and their families
- Produce information for specific groups of prisoners to reflect policy changes
- Use queries/concerns raised with the advice and information service to inform our programmes of work and policy leverage.
- Update the booklet for people on licence for a sex offence and the information book for prisoners with a disability
- Produce specific information sheets and booklets about and for particular prisoner groups
- Continue to involve former prisoners or serving prisoners as part of the advice team including a new paid trainee role
- Respond to changes in operational policy and practice by disseminating clear factual information to prisoners.
2.2 Drive prison improvement
The Prison Reform Trust is establishing a new programme, Improving prisons: treatment and conditions, to work in partnership with selected prisons to implement lessons from PRT applied research.

Achievements
- Monitored the impact of budget constraints, submitted evidence on treatment and conditions, met to advise officials drafting the new Incentives and Earned Privileges (IEPs) policy, produced a briefing on the IEP scheme
- Contributed to the Scottish Prison Service’s review of purposeful activity, which acknowledged that PRT had, “influenced an overarching vision for supporting routes towards active citizenship for those in custody.”
- Provided written and oral evidence to the Justice Select Committee to draw attention to the negative impact staff cuts have had on prison safety
- Monitored trends in deaths in custody, contributed to Ministerial Boards on Deaths in Custody in England and Wales and Northern Ireland, advised on ACCT process for young people and prompted the independent review of deaths of young people in custody
- Contributed to NOMS violence reduction policy.

Plans
- Draw on PRT staff experience in for example, developing citizenship and responsibility, violence reduction, restorative justice, and respecting diversity, to drive prison improvement
- Engage with prisoners and prison staff in selected prisons to develop good practice
- Focus on particular aspects of imprisonment such as segregation, time out of cell and safer custody
- Produce materials for information and training, review and evaluation
- Demonstrate that facilitating prisoner responsibility leads to more efficient management.

2.3 Study Segregation Units in England and Wales
In 2014, PRT launched an applied research project on the use of segregation in prisons. The researchers, Dr Kimmett Edgar, our head of research and Dr Sharon Shalev, from the Centre for Criminology, Oxford, set out to map the capacity, functions and quality of segregation units and Close Supervision Centres (CSCs), through a survey of all prisons and visits to a broad sample to interview segregated prisoners, managers, and officers working in segregation units

Achievements
- Compiled a literature review, including reports from inspections
- Surveyed all prisons, (with 70 responding)
- Visited 13 prisons, including four CSCs; and interviewed over 100 prisoners, prison officers and managers.

Plans
- Conclude the research on segregation units; publish a final report and disseminate its findings to inform segregation policy and practice.
2.4 Promote good practice in resettlement
The Prison Reform Trust is committed to highlighting ways in which people can be better prepared for, and supported on, their release from prison including reducing financial exclusion faced by prisoners, former offenders and their families. We support specific changes in commercial and government policy and practice to improve access to banking, insurance and financial information and services for people who have criminal convictions.

The Prison Reform Trust administers the Robin Corbett Award for Prisoner Rehabilitation. These awards provide valuable opportunities to recognise the contribution made by organisations and individuals to penal reform and encourage people to become more actively involved in practical, local prison reform as well as acting as advocates for change.

Achievements
- Organised the Robin Corbett Award for the third year running which was awarded to the Safer Living Foundation for its work with sex offenders at HMP Whatton.
- Worked closely with NOMS indeterminate sentences policy group and the Parole Board to support policy changes that will enable IPP prisoners to progress towards release
- Supported the reform to the Rehabilitation to Offenders Act 1973, (introduced in the LASPO Act 2012 and implemented in March 2014.) The reforms reduce the length of time in which some offenders were required to disclose low level convictions, and will contribute to better resettlement prospects, particularly for people serving short sentences
- Published a briefing on Release on Temporary Licence.

Plans
- Work with family and friends in memory of Andrew Fleming-Williams, our former Treasurer, to organise a series of prison visits, Out for Good, designed to improve resettlement and local community support
- Seek to ensure that those currently serving IPP sentences, particularly those held beyond tariff, are enabled to progress towards release
- Promote and support Release on Temporary Licence as a vital part of the resettlement process
- Organise, and review the annual impact of, the Robin Corbett Award for Prisoner Rehabilitation which recognises the efforts of small voluntary sector bodies in enabling prisoners to take more responsibility for their lives.

3. PROMOTING EQUALITY AND HUMAN RIGHTS IN THE JUSTICE SYSTEM
The Prison Reform Trust is committed to promoting and encouraging equality and human rights across the criminal justice system. While all our activities seek to reflect this position, certain programmes focus on particular protected characteristics and rights.

3.1 Ensure liaison and diversion services for people with mental health needs or learning disabilities by 2017
In 2012 two important strands of work were brought together within the Care not Custody programme. We have worked closely with the Ministry of Justice and Department of Health to
monitor and ensure implementation of the Bradley report recommendations. The Prison Reform Trust has informed and supported the National Federation of Women’s Institutes as it campaigns to halt the inappropriate imprisonment of people who are mentally ill.

The No One Knows programme has had considerable UK-wide impact on policy and practice across the health, social care and criminal justice systems in relation to vulnerable people, including changing the response in 80 prisons to people with learning disabilities and difficulties.

Achievements

- Created and developed with Rethink the online information resource Mental health and learning disability in the criminal courts including presentations and workshops at over 30 local Magistrates Association branches and the Judicial College annual training for all District Judges and Deputy District Judges; the Magistrates Association have now appointed Bench ‘champions’ to further promote and encourage the usage of the resource
- Helped secure £75m to establish liaison and diversion schemes in police custody suites and courts across 53% of England by April 2015
- Together with Lord Bradley, one of PRT’s trustees, undertook a series of monitoring visits to Liaison and Diversion trial sites
- Worked with KeyRing to improve understanding of the situation for people with learning disabilities in police stations and courts
- Held a reception event for the Care not Custody coalition at which the Home Secretary, the Rt Hon Theresa May MP confirmed her support for street triage for people with mental health problems and underlined the importance of Liaison and Diversion services

Plans

- Work with NHS England and build on the Care not Custody programme, which, together with the National Federation of Women’s Institutes and the Care not Custody coalition, will hold government to account for its commitment to establish liaison and diversion services nationwide (England) by 2017 and reduce the use of custody for vulnerable offenders.
- Work with the Magistrates Association, Judicial College, Justices’ Clerks Society and Rethink Mental Illness to update and develop our on-line resource, ‘Mental health, learning disabilities and autism in the criminal courts’. Through this work, and drawing on PRT’s briefing paper, ‘Fair Access to Justice?’, we will promote the use of ‘reasonable adjustments’ for defendants with support needs; in particular, the use of intermediaries
- Explore development of a similar resource for the police with the College of Policing
- Complete a study of alternatives to custody and adapted community orders for offenders with mental health problems, learning disabilities and autism, and disseminate main findings and recommendations
- Conduct focus groups, in partnership with POPS, involving families of vulnerable prisoners and produce a briefing to inform public health policy and practice
- Promote self advocacy, especially amongst people with a learning disability, through the Working for Justice Group, in collaboration with KeyRing Living Support Networks; and work with this group to promote the use of Easy Read information across the justice system
• Improve arrangements for people with mental health needs and learning disabilities in contact with the criminal justice system through, for example, membership of the NICE Guidelines Development Group on people with mental health problems in contact with criminal justice services; the Learning Disabled Offender Steering Group (NHS England); and the Bradley Group (independent third sector group).

3.2 Address disproportionality and racial discrimination in the justice system
This is a long standing priority for PRT. Disproportionality and racial discrimination remain fundamental problems within the criminal justice system.

Achievements
• Contributed to the Young Review: Improving outcomes for young black and/or Muslim men in the criminal justice system.
• In partnership with the Institute and Mosaic, produced a briefing on the disproportionate numbers of Muslim people in prisons and organised a roundtable to discuss findings and recommendations for reform.

Plans
• Work with Baroness Young, Clinks and other agencies to address the increased disproportionality of black, Asian and minority ethnic offenders in the youth justice system
• Work with the Zahid Mubarek Trust, using its data to analyse the impact that discrimination has on the treatment of prisoners across the whole field of protected characteristics
• In partnership with the Woolf Institute and Mosaic conduct research into the resettlement needs of Muslim prisoners.

3.3 Improve responses to the needs of older people
The Prison Reform Trust has worked with Age Concern England to establish a forum to discuss and plan work with older people in prison and has published Doing Time: the experiences and needs of older people in prison

Achievements
• Worked with officials on the Care Bill (which became law in 2015), to ensure local authorities have a statutory duty to assess and meet the social care needs of prisoners
• Helped to secure Government amendments to the Care Bill to enable prison governors to sit on local authority safeguarding boards
• Worked with Age UK’s national and Lancaster University’s End of Life care stakeholder groups and NOMS equalities group to promote a proper response to the needs of older people in prison
• Developed a proposal, in partnership with Restore, to examine the expectations and reality of resettlement for older people both in prison and in the community.

Plans
• Ensure that social care responsibilities for people in prison are clarified and good practice is developed
• Maintain focus on the well being of older people in prison
• Identify and promote effective alternatives to custody for older people with disabilities, dementia or a terminal illness
• Complete an action research project to highlight best practice for older prisoners’ resettlement, working with Restore and peer researchers in the southwest
• Publish - with Restore – our report into older prisoners’ experience of resettlement and implications for improving services
• Monitor the impact of the Care Act under which local authorities have a statutory duty to ensure social care needs of prisoners are assessed and met.

3.4 Promote prisoners’ right to vote
The UK’s blanket ban on prisoners voting remains in place despite the European Court ruling it unlawful in March 2004.

Achievements
• Informed the Parliamentary Joint Committee set up to consider the Draft Voting (Prisoners) Eligibility Bill. The recommendations reflected PRT’s written and oral evidence on enfranchisement. The report proposed extending the vote to prisoners serving sentences of less than 12 months and to all prisoners in the final six months of their sentence
• Worked with CSAN, social action arm of the Catholic Church in England and Wales, on submissions to the Committee and kept the Council of Europe in touch with progress, or lack of, in the UK.
• Ensured people on remand were enabled to vote in the general election.

Plans
• Work with civil society organisations, including faith groups, to highlight the case for prisoners voting
• Submit evidence to the Committee of Ministers at the Council of Europe to highlight the ongoing breach of the European Convention by the UK authorities

3.5 Encourage freedom of expression: writing competitions
The writing competition is open to prisoners, prisoners’ families and friends and former prisoners across the UK. Annually, we invite submission of original work on selected themes and receive more than 500 entries

Achievements
• Organised 2014 competition which attracted over 620 entries, with a high number of women and young people. The Guardian, PRT and Inside Time published winning entries. Short story entries were judged by Michael Morpurgo and Rachel Billington; lyric/rap entries by Femi Oyeniran and Akala; comment pieces by Erwin James and Chris Mullin.
• Secured publication of winning entries in The Guardian, Inside Time and on our own website

Plans
• Organise the 2015 writing competition with a view to attracting even more entries, and convene high profile judging panel hosted by the Guardian.
4. INFORMING THE PUBLIC, PARLIAMENT AND POLICY DEVELOPMENT

Accurate, relevant and up-to-date information about prisons and the people held in them is central to our work in influencing government, Parliament, the media and the general public to effect reform. The charity is constituted to provide public education. We succeed in reaching a wide audience to influence societal attitudes about prison reform.

4.1 Inform Parliament and national and local government

The Prison Reform Trust maintains a prominent role in supporting Parliamentarians, developing their knowledge and understanding of the justice system through different channels, including: providing the secretariat to the All-Party Parliamentary Penal Affairs Group (APPPAG); holding one off meetings and briefing sessions; publishing briefing papers; and disseminating the findings of our reports, all of which contribute to our aims. Parliamentarians frequently draw on our Bromley Briefings Prison Factfile when holding government to account through justice debates and Parliamentary questions.

Achievements

- Mentioned 47 times in Parliament in 2014/15
- Responded to over 30 government and other statutory consultations
- Hosted policy platforms for three main political parties with speeches by Secretary of State Chris Grayling, Justice Minister Simon Hughes and Shadow Justice Secretary Sadiq Khan
- Organised and provided the secretariat to All Party Parliamentary Group (APPG) meetings on Penal Affairs

Plans

- Work through government and Parliamentary channels to influence implementation of relevant bills and Acts of Parliament affecting prisoners and their families
- Provide submissions to relevant consultations
- Through prison visits and other initiatives, work to strengthen relations with key figures in government, Parliament, the media and wider civil society
- Keep Parliamentarians informed by organising regular meetings of the APPPAG and joint meetings with other relevant All Party Groups
- Work closely with the Justice and Home Affairs Select Committees to ensure close scrutiny of government reforms
- Arrange prison visits with new MPs following 2015 election.

4.2 Provide education, outreach and professional development

The Prison Reform Trust is leading an ambitious programme of work which aims to reach a wide audience and influence public attitudes about prison reform, support others to take action, and add strength to campaigns and programmes of work. We also value the support of our Friends and recognise the tremendous potential for Friends, individually and collectively, to achieve reform. Through its outreach activities, the Prison Reform Trust aims to extend its reach further across the UK and to a wider demographic supporter base to strengthen our core and programme work.
Achievements

- Developed and fostered our relationships with civic society organisations with a combined reach of about 1.7 million including the Soroptimists UK, the National Council of Women, the WI and the U3A
- Increased our Twitter followers to over 13,000 on Twitter, 1,068 on Facebook, our Newsletter circulation to just over 4000 and over 177,000 unique visitors to our website
- Produced and published two editions of the Bromley Briefings, as well as a new smaller version in the summer, Prison: The Facts in conjunction with newly developed apps for iOS and Android. 6,000 hard copies have been printed and disseminated to Parliamentarians, policy makers, prisons, academics, Friends, funders and journalists. The factfile has been downloaded 13,186 times from our website
- Worked with local government through the Association of Directors of Adult Social Services (ADASS) to highlight its role in supporting vulnerable offenders
- Ran a number of seminars and workshops, worked closely with NHS England contributing to each of the Gateway Reviews for liaison and diversion services and provided a briefing for Police and Crime Commissioners (PCCs)
- Developed an information resource for members of the judiciary and court staff, www.mhldcc.org.uk.

Plans

- Produce and disseminate our flagship publication, the Bromley Briefing Prison Factfile, continually developing it using a variety of formats to maximise its reach and accessibility
- Disseminate information and discussion tools for those outside the justice system, such as U3A, aiming to stimulate informed public debate about prisons and community sentencing
- Make use of a variety of media and formats to maximise our reach, including the web and social media, film and audio material, and events
- Develop and foster partnerships with national civic groups and membership organisations, supporting them to achieve policy and practice reform through local and national initiatives
- Disseminate in partnership with PACT “What Can I Do?” – our guide to volunteering in the justice system
- Expand and develop our supporter base, including former offenders, Prison Reform Trust Friends, e-newsletter subscribers, Facebook friends, LinkedIn and Twitter followers, providing opportunities for our supporters to effect change
- Work with local government, police and crime commissioners, probation services, health services, courts and police and all others who have an influence at local level to achieve reforms to policy and practice
- Develop information and mental health training for CPS in the criminal justice system, including the judiciary, those working in prisons and probation, and the police
- Develop a major programme of work focussed on the 25th anniversary of the 1990 prison disturbances and the publication of the Woolf report. The overall aim is to re-affirm the fundamental principles of a just, fair and effective penal system.
4.3 Work with the media
The Prison Reform Trust maintains a high public profile for prison reform. Independent press monitoring shows that we gain coverage, not only in every national and the major regional newspapers, but also in local papers across the country and specialist publications. Broadcasting and coverage on webs and wires are equally comprehensive.

Achievements
- Maintained a high profile in the broadcast media including BBC Radio 4 Women’s Hour, the Today Programme and PM, Radio Five Live, the Jeremy Vine show, ITV Good Morning Britain, Sky News and BBC News Channel
- Received regular coverage for our publications in national print and broadcast media.

Plans
- Maintain a high profile for prison reform in print, online and broadcast media and ensure our publications receive widespread coverage
- Extend the ‘seeing is believing’ visits to prisons and community projects to engage tabloid editors and columnists and popular broadcast commentators
- Build on our growing social media profile to maximise opportunities for e-campaigning

4.4 Lessons from abroad
The Prison Reform Trust helps to manage prison reform travel fellowships programme in partnership with the Winston Churchill Memorial Trust (WCMT). These awards provide valuable opportunities to recognise the contribution made by organisations and individuals to penal reform and to encourage the spread of national and international best practice.

Achievements
- PRT worked closely with WCMT to select and support 14 Fellows chosen in 2013 and another 15 Fellows for 2014. PRT is supporting the dissemination of the Fellows’ research through its networks and their findings and recommendations will inform policy and practice reform across the UK.
- Organised invited seminars for policy makers with Criminal Justice Alliance to discuss reducing imprisonment in Finland, and with the Longford Trust to discuss prison reform in Sweden.

Plans
- Produce an overview of international research by WCMT Fellows.
- Support and inform 2015 WCMT fellows
Effective management, financial stability and an experienced and motivated team are critical to the success of the Prison Reform Trust’s strategic plan. All employees and volunteers should feel valued and supported by the organisation and be engaged in our strategy and values and principles.

The Prison Reform Trust ensures its independent voice is not compromised by neither seeking nor accepting government funding. Consequently, securing long-term funding from both charitable trusts and foundations and individual donors is crucial.

PRT will:
- Ensure high standards of leadership and management capability, motivation and development of all staff
- Promote the health and safety and wellbeing of staff and volunteers
- Ensure long term financial stability by developing and regularly reviewing a comprehensive fundraising strategy
- Develop and implement an environmental policy
- Develop evaluation procedures to monitor progress of programmes of work and to identify and record outcomes
- Employ and/or provide volunteering opportunities to former offenders, serving or former prisoners wherever possible
- Ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
APPENDIX 2

The Prison Reform Trust must take account of changes in the external environment when formulating its plans. Key developments include:

- New government appointments including the Justice Secretary Michael Gove.
- Plans in the Queens Speech for a Policing and Criminal Justice Bill, including proposals to limit police bail and reform legislation for the detention of people under sections 135 and 136 of the Mental Health Act 1983.
- Further cuts in the Ministry of Justice budget.
- Ongoing roll out of the government’s Transforming Rehabilitation programme, including:
  - Extending rehabilitation to offenders released from short custodial sentences;
  - Private and voluntary organisations awarded contracts to deliver rehabilitation services for low and medium risk offenders;
  - Public sector probation service reconfigured as a national service focused on managing high risk offenders, initial risk assessment and reporting to courts;
  - Re-organisation of the adult prison estate and re-designation of a number of prisons in each of the 21 contract package area as “resettlement prisons”, to put in place a national ‘through the prison gate’ resettlement service;
  - Paying providers of services according to their results in reducing re-offending.
- Ongoing reform of the women’s prison estate and future role of the advisory board on women’s justice.
- Impact of recent changes to release on temporary licence and the incentives and earned privileges scheme.
- Government responses to independent reviews and inquiries including:
  - Lord Harris’ Independent review into the deaths of young people (18 - 24) in custody;
  - Baroness Young’s review on improving outcomes for young black and Muslim men in the criminal justice system;
  - The Justice Committee’s report on Prison: planning and policies.
- Ongoing work towards the enactment of various justice and health reforms in for example:
  - Provisions in the Criminal Justice and Courts Act 2014 including (delayed) proposals to introduce secure colleges for 12-17 year olds; new sentencing provisions to limit automatic release and introduce mandatory penalties for knife possession; the new offence of being unlawfully at large and restrictions on the release of recalled prisoners;
  - Provisions in the Care Act to clarify arrangements for the delivery of social care in prisons.
- Continued roll out of national liaison and diversion services for offenders with mental health needs and learning disabilities.
- Further devolution of powers to metropolitan areas and regions.
- As a UK charity, the Prison Reform Trust is responding to the opportunities and challenges for change presented by justice reform strategies in Scotland and Northern Ireland.