



**WORKING
TOGETHER
TO IMPROVE
CRIMINAL
JUSTICE**

Working Together to Improve Criminal Justice: a Fellowship taking forward the legacy of The Monument Trust

The Monument Trust's long-held objective has been to keep young people out of prison, and to ensure that those who offend and are sent to prison never go back. The Trust has now brought together a group of organisations to collaborate as a Fellowship for several years on each stage of the journey an offender experiences in the criminal justice system - from arrest, through prosecution and sentencing in court, in prisons and young offender institutions, and on release. The organisations involved are:

- **Centre for Justice Innovation**
www.justiceinnovation.org
- **Clinks**
www.clinks.org
- **Diagrama Foundation**
www.diagramafoundation.org.uk
- **Khulisa**
www.khulisa.co.uk
- **Koestler Trust**
www.koestlertrust.org.uk
- **Lemos&Crane**
www.lemosandcrane.co.uk
- **National Criminal Justice Arts Alliance**
www.artsincriminaljustice.org.uk
- **Restorative Solutions**
www.restorativesolutions.org.uk

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Cover image courtesy of the Koestler Trust. *Locked-in Syndrome* (detail), HMP Isle of Wight (Albany), Gold Award for Painting 2015.

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The Monument Trust and its enduring legacy

Mark Woodruff / The Monument Trust

Simon Sainsbury established The Monument Trust in 1965 and almost £400 million in grants have since been approved, predominantly in the United Kingdom. Simon was a man of vision, discernment and wit, which he applied to his philanthropy with sustained attentiveness and enormous delight. Since his death in 2006, the trustees have ensured that their decision-making remains guided by the example he set in generosity, modesty and wisdom.

The Sainsbury Wing of the National Gallery was created by The Monument Trust, in collaboration with the trusts of Simon's brothers, John and Timothy. The National Trust, Painshill Park, the restored Christ Church Spitalfields, the Royal Academy, and the British Museum are among many other arts and heritage institutions, museums, galleries, gardens, theatres and performing and creative arts organisations that together constitute part of its lasting legacy.

The Trust has also long funded those areas of health and social care that struggled to find support elsewhere. Its enduring achievements include the UK's first Chair in Palliative Medicine, advanced research and care in Parkinson's Disease and HIV. The development of effectiveness in well run not-for-profit organisations has been particularly important, and the Cambridge Judge Business School, too, stands as part of the legacy.

The needs of people at risk through homelessness, offending and disaffection from society, particularly the young, have been an abiding concern. From strengthening the resilience of deprived communities, to keeping young people on a path away from offending, and motivating those in prison to achieve lasting rehabilitation and a positive resettled livelihood after release – came to occupy a quarter of the work of a Trust better known for the arts and heritage.

Fifty years after the Trust was founded, the trustees took the decision to bring its work to a conclusion. They wished, however, to set in place a legacy that would continue to sustain the institutions and heritage close to Simon's heart, as well as some of the charities that promise an improved outlook for those in greatest difficulty. It is easier to design a legacy in stone, gardens and art, but how could we construct one for people in the field of criminal justice?

Throughout 2015, we reviewed the charities and projects we had worked with. From work approaching completion, to ambitions for taking plans to a new level, a pattern seemed to emerge. We saw this in terms of the journey of an offender: from facing trouble with the police, getting into the courts system, detention in custody and then to bleak prospects after release. We recognised how distinctive contributions might play their part in a coherent movement towards Simon's aims – to keep young people out of prison and to ensure, if at all possible, that those who offend and are sent to prison never go back. Part of this work with our friends, even with far more to be done, has already achieved considerable impact.

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For instance:

- Turning Point, trialled by the Jerry Lee Centre at the University of Cambridge Institute of Criminology, and now in several police authorities, enables officers to understand the true level of harm and likely further crime posed by an offender, and thus the advantage of diverting those with a lower risk of re-offending to better solutions, beside the options of caution and prosecution in court.
- The Corston Independent Funders' Coalition, now working through AGENDA the Alliance for Women and Girls at Risk, promotes more appropriate responses to the offending of women and girls and those who provide them. In parallel we supported Prison Reform Trust's Women's Programme for public education about better regimes for women and girls in prison, and improving the approach to their rehabilitation.
- The Howard League for Penal Reform working with police forces across the country reduced child arrests and overnight custody by 56% from 2000 to 2005. We are supporting further work with police and children's services to halve the numbers again, to consolidate our over-arching aim to keep young people out of the justice system.

On top of this substantial work in hand, we have invited eight organisations that we have worked with for many years to form a Fellowship to pursue their particular approaches in concert for the next five to six years. We believe their distinctive approaches add up to a comprehensive response to the offender's journey through chances for diversion and taking opportunities for personal change, towards desistance from offending and rehabilitation in society.

- Restorative Solutions provides Community Dispute Resolution, pre-sentence Restorative Justice for victims of crime in court, and training on restorative practice in police and other public services for children and young people, families, health and social care.
- Centre for Justice Innovation advocates Better Courts - assisting local courts to establish and maintain comprehensive means to address offenders' underlying problems that cause crime.
- Diagrama UK brings a fresh approach to youth care and custody practice, through demanding but nurturing "re-upbringing". Widely known in Spain, it offers significant reduction in repeat-offending and high prospects for education attainment and future employment.
- The Good Prison, a programme arising from the long-standing Prisoner Action Net run by Lemos & Crane, enables governors and those working in prisons to rethink how to use the resources, charities and institutions available in the community imaginatively for desistance from crime and lasting rehabilitation.

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- CLINKS is the membership association for organisations working with offenders in prison, the community and after release. Its services are vital to strengthening the capacity, resilience and voice of charities, and making full use of them to best effect.
- The National Criminal Justice Arts Alliance, housed within Clinks, represents The Monument Trust's conviction that the arts elevate the human spirit and provide hope for the future to offenders on their journey, as well as for the creative contribution they can make to the society against which they once offended.
- The Koestler Trust develops and recognises the creativity of those in custody, encouraging high quality achievement, reshaping a sense of who the prisoner really is, and driving aspiration for a different life beyond prison and offending.
- Khulisa, with its way of working in partnerships, envisages people in society in the light of "what it looks like when it's fixed". It applies restorative justice to amend behaviour and violence. Those leaving prison and those at risk of going there are drawn in to making more peaceful and successful local communities, thanks to a strong ethic of work, enterprise and purpose, as they make their way to resettlement on a new footing.

After The Monument Trust makes its last grants in 2018, these are the organisations that will still be realising our objectives for years to come, in the hope that their Fellowship will achieve a momentum and lasting influence greater than the sum of the parts. In the pages that follow, you can read more about where this is planned to lead, together with a statement of our shared values providing some stars to steer by. We do not claim to have all the answers and our Fellowship is not exclusive. We invite all who share our aspirations and values to join in this endeavour, so that what we for our part have left behind will lead to positive differences as yet unseen.

The Monument Trust Fellowship: towards a legacy in social development, prisons and criminal justice

Values

1. We believe in right and wrong, but we also believe that each individual is capable of taking responsibility and changing for the better, given the right mix of support and help. Thus we believe everyone has the potential to make a positive contribution to our communities.
2. We are optimists and we do not think everything is getting worse in criminal justice: crime is coming down, and fewer young people are being locked up.
3. Since violent crime remains stubbornly high and the public's fear of crime is unabated, we do not believe that prisons will be abolished at any time soon. But we believe we lock too many people up without benefit.
4. We share The Monument Trust's long-held aims: to keep young people out of prison, and to ensure that those who offend and are sent to prison never go back.
5. The lived experience of offenders, victims and our practitioners, with hard evidence from our work, mean that we do not believe police, courts and prisons are only for punishment, though this is an unavoidable aspect of social cohesion.
6. So together we want to take a comprehensive, end-to-end approach, starting with what happens in communities, in preventive and problem-solving policing, in courts, then prisons and punishment, and in rehabilitation both within prison and the community.
7. As a group charged with taking forward The Monument Trust's objectives, we do not think that change comes top-down from government; but we do believe in adding our concerted momentum, rather than piecemeal intervention, to improve the whole system, for an unerring focus on turning people's lives round, if crime and re-offending are to be reduced.
8. Thus we pursue change by our work on the ground: we already work horizontally with front-line practitioners and offenders in courts, prisons and communities, to change the ways that services work with people in preventing crime and promoting rehabilitation.
9. We recognise how much individual charities and small interventions offer valuable examples, but they are rarely brought together to maximise the impact of good practice. What should commend our approach is its collective and cumulative effect.
10. Validated, philosophically coherent theories of change are firmly in place across the group, but our focus is practical: on changing people's lives, using these shared values and the evidence from our work as our guides.
11. We shall retain our relationships and common aspirations without the need for a formal partnership. Working together in this way will help us to put the whole picture together and commend the advantages to public understanding in a more uplifting and relevant way than fragmented critiques of shifting policy. To this end, we look to work alongside any that share our values.

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The need for better courts

Centre for Justice Innovation

The courts of the United Kingdom have a tough challenge to ensure the rights of citizens are protected, that the guilty are sentenced and that justice is done. They are often seen, nonetheless, as conservative institutions that are reluctant to embrace change. But they will have to change to face up to the significant challenges before them.

The issues that are testing the courts in particular include:

- the overall fall in crime is masking a growing trend of rising high-harm and complex crime;
- the justice system faces ongoing reductions to its budgets;
- the outcomes the courts produce must improve: reoffending remains too high and the use of prison remains the highest in western Europe;
- families that are trapped in circumstances beyond their control suffer from social dislocation, substance misuse and abuse, and much more must be done for them;
- when people do come into contact with the court system, too many people do not feel fairly treated when they are there; they often don't know what to expect and understand little about what happens when they are there;
- as the greater availability and use of information technology is transforming lives, it is also transforming our public services; the courts cannot be the exception to that.

The Centre for Justice Innovation has a vision for a better court system. At the heart of this is an evidence base rooted in real-life practice and centred on two ideas: procedural justice and problem-solving justice. *Procedural justice* is important because fair treatment of individuals at court improves the likelihood that citizens will consider the institutions making those decisions as legitimate and make them more likely to obey the law in future. *Problem-solving justice* is also vital because when courts, working in partnership with other parts of the justice system, understand and respond to the circumstances that influence personal behaviour and community resilience, they can make a material difference to reoffending and improved well-being.

The Centre's core mission is to build a court system based on these values. We aim to build communities of interest and practice in the use and deployment of problem-solving and procedural justice techniques within our adult, family and youth court services. Since 2012, we have been arguing that court reform must take on procedural justice and problem-solving justice. Through research and policy, we have been advocating that our court system needs to adopt the lessons and approaches from the international practice base and we have shown how they can be adapted to Britain. In addition, the Centre for Justice Innovation also

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focuses on helping practitioners learn by doing, through demonstration projects and technical assistance. This includes our involvement in the creation of new Family Drug and Alcohol Courts, starting up the Highbury Community Advice project, and in providing technical assistance to a range of other practitioners. We have been working with a number of youth courts, to understand how problem-solving and procedural fairness can improve the outcomes for young people.

In all of these ways, we are involved in demonstrating that change is possible within the current environment and that our courts can be fairer and more effective. If we can deliver a better court system, we can improve the life chances of our fellow citizens and remake the relationship between our communities and their justice system.

Using restorative justice to improve the lives of victims, offenders and others harmed by crime and anti-social behaviour

Restorative Solutions CIC

Established in 2004 by Sir Charles Pollard and Nigel Whiskin MBE, Restorative Solutions is a not-for-profit Community Interest Company (CIC), which works with organisations nationally and locally across England and Wales to make restorative approaches accessible to all. We deliver training, services and innovative approaches to a variety of frontline organisations, in order to enable the use of restorative approaches that are rooted in restorative justice. As well as working with voluntary and community sector organisations, we also work closely with government and local commissioners; currently we are working with 19 Police and Crime Commissioners to improve the lives of victims and others harmed by crime and anti-social behaviour. We have experience of delivering restorative justice at all stages of the criminal justice system, including with Neighbourhood Justice Panels, Out of Court Disposals, Secure Establishments as well as both Pre- and Post-Sentence Restorative Justice.

Restorative Solutions with others led the campaign, debate and policy discussions to get restorative justice adopted by government and other organisations. We've led pilots and worked on more projects and contracts than most other similar organisations, which informs our future thinking and activity. Our collective knowledge of the field stems from our expertise and diversity of backgrounds and skills that cover the areas we deliver in, including police, courts, schools, housing etc. We have the leading authorities in the restorative justice arena working for us. We put ourselves above the parapet: we have national coverage, speak at the majority of national conferences and lead on new initiatives nationally. We're constantly at the forefront of new innovations in restorative justice to improve services to all. Our current programmes and initiatives include:

National Offender Management Service Capacity Building Programme

A three-year programme with the National Offender Management Service (NOMS) was jointly funded by The Monument Trust and NOMS and evaluated by the Institute for Criminal Policy Research (ICPR). This was a major national capacity building programme for prisons and the former probation service introduced at a time of significant change in the sector, with the creation of community rehabilitation companies, transforming rehabilitation, benchmarking for prisons and the introduction of fair and sustainable working practices.

The evaluation report concluded that while, "significantly fewer conferences than expected flowed from the programme, primarily as a result of local factors and major organisational upheaval within prisons and probation, nevertheless, much has been achieved. Conference facilitation and awareness-raising training was delivered to approximately 1,000 individuals in prisons, probation, the police and

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voluntary sector. Overall, over 300 victims and offenders took part in conferences, almost all of whom felt that the experience had been highly beneficial and, in some cases, transformative. And by the end of the evaluation, a number of participating sites were developing into centres of restorative justice excellence and expertise. This is the legacy of the capacity building programme." (Wigzell and Hough, *NOMS Capacity Building Programme: A study of the quality of participation and implementation experiences*. March 2015).

Restorative Approaches with Priority and Prolific Offenders

This early pioneering project involved working with the police and probation service to target the most prolific offenders in society. The restorative intervention was aimed at motivating offenders to change their lives and take up the support offered by the agencies, or alternatively be relentlessly pursued by the police. Many of the restorative justice conferences occurred in prison prior to release.

Restorative Prisons Proof of Concept

The aim of this ongoing initiative is to use restorative justice approaches to resolve conflict among prisoners, among staff, and between prisoners and staff. Thereby to improve relationships to contribute to a safer, more secure and more supportive environment for prisoners and staff alike; and increase offender participation in restorative meetings with original victims.

The project will test the proposition that restorative approaches – from informal to formal – promote (1) a sense of responsibility for one's own actions; (2) reflection on how those actions might affect others; and (3) respect for others' needs and feelings.

Both staff and prisoners will benefit from developing awareness of and skills in restorative processes. Accreditation of skills will be available for both staff and offenders. The approach is up and running in two prisons with the full support of the senior management teams and NOMS and will be evaluated by ICPR.

Neighbourhood Restorative Justice

The scheme established 50 Restorative Justice Neighbourhood sites across the country, utilising local community volunteers who through local agencies took referrals for crimes ranging from murder to neighbourhood disputes. Many of the sites have been adopted and funded by local authorities and are now firmly embedded in communities. The Police Science Institute at Cardiff University has evaluated the approach. (Lowe, Morgan and Innes, *An Assessment of Restorative Solutions CiC's Neighbourhood Restorative Justice pathfinder Programme January 2012-March 2014*. 201).

Victims and Witnesses Restorative Justice scheme

We are working with 19 Police and Crime Commissioners including London and Greater Manchester modelling and developing an integrated approach for victims and witnesses ensuring they have the opportunity to access Restorative Justice at an appropriate time for them. This model ensures the victims needs are at the centre of the decision making process.

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Pre-Sentence Crown Court Trials

This ongoing programme took the opportunity to test the legislation that allowed a sentence to be deferred so that a face-to-face restorative conference could take place prior to sentencing. This would allow the victim to meet the offender prior to sentence and the outcome of the conference to be presented to the court in the form of a pre-sentence report, giving the victim a true voice in the process and allowing sentencers to set smarter and better informed sentences. The pilot was run in ten Crown Courts in England and Wales and was funded by the Ministry of Justice and other grants obtained by Restorative Solutions. The recent introduction of the Better Case Management Scheme by the Courts Service has made this approach even more difficult than it was, but some of our initial sites are persisting with the approach with funding from Police & Crime Commissioners. (Kirby and Jacobson *Evaluation of the Pre-Sentence Pathfinder*. 2015)

Accredited Practitioner BTEC level 3

Everyone we train in the use of Restorative Justice is offered the opportunity to gain practitioner accredited status, which also attracts a BTEC level 3 in Restorative Practice.

National/International Restorative Approaches Online Forum

This online tool has been developed for practitioners, policy makers, academics and others with an interest in restorative approaches.

Restorative Solutions is developing an understanding of the Fellowship vision; and our relationship with The Monument Trust is seen as positive, with a solid track record of turning The Monument's aspirations into reality on the ground. We endorse and share the values of The Monument Fellowship by changing lives for the better, encouraging learning and development across all our programmes, early interventions to prevent escalation, joining up disparate justice services, and we continue to deliver on the ground despite having to work with risk-averse public sector agencies.

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Love and Boundaries

Diagrama Foundation

The Diagrama Foundation supports people who are at risk of social exclusion. Human rights are at the heart of our work, and we take every opportunity to both promote and defend the rights of those we work with and for. Our mission is to prevent people from becoming socially excluded and to reintegrate those that have. In order to achieve this we will undertake research into best practice and, based on this, develop programmes and centres to achieve this.

The Diagrama Foundation is the UK arm of Fundacion Diagrama, which originated in Spain in 1991 and, with a team of more than 3,000 professionals, volunteers and supporters now has more than 35 secure 're-education' centres throughout Europe. Diagrama is established in six countries and operates a wide range of initiatives from a multi-disciplinary, holistic perspective - including healthcare services and centres, development projects, prevention programmes, educational services, self-help groups, residential homes, research and probation services. The European Council identified Diagrama's secure custodial service as a model of excellence in July 2015. Diagrama also holds special consultative status with the United Nations.

Diagrama Foundation established in the UK in 2009. It has quickly grown to provide a host of services for children and adults, including residential homes, fostering and adoption, a day centre, education services and secure and non-secure transportation.

Our team is now working hard to demonstrate the benefits of Diagrama's pioneering re-education model, with the long-term objective of introducing it into the UK system. We are passionate about providing not only an alternative way to rehabilitate young people in custody, but a way that is already proven to work, a way that helps each individual recognise the changes they need to make at the core of their being so that they may flourish in life.

We believe that through collaborating with like-minded organisations together we can achieve the necessary step change in custodial culture and attitudes which will lead to a more integrated, supportive and understanding society.

Diagrama's model is based on love and boundaries. Diagrama believes in employing qualified professionals to educate individuals in managing their behaviour, helping them to address their challenges and overcome trauma so that they can learn to lead fulfilling lives, fully integrated in society. Essentially, the aim of Diagrama is to support individuals so they may reach their full potential in a nurturing and caring environment. While Diagrama is seeking the right opportunity to introduce this into secure environments our model has been adapted so that it can be applied in a range of environments, including our foster care service and homes for adults with learning disabilities.

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The Diagrama ethos can be found in everything we do and achieve. Our principles include: striving for excellence; operating with transparency; treating others with respect; and appreciating that everyone is equal.

Diagrama aims continually to develop, and to enable as many as possible to benefit from our knowledge and our learning, throughout our programmes around the world. Our methods must always be evidence-based and we will continue to develop our learning and practice. We will seek every opportunity to collaborate to extend our knowledge where possible.

Diagrama's vision for the future of youth care and custody may be summarised in the following five points:

- To see vulnerable young people now equipped for life - with the ability to make their own choices, build positive relationships, understand the consequences of their actions and realise their full potential.
- To break the cycle of crime and associated social difficulties and influences.
- A transformation in the culture in juvenile care and custody, with a transformed practice model - incorporating a seamless and fully integrated approach based on love and boundaries.
- A society where children, young people and adults are accepted for who they are, as individuals, fully integrated into their communities and offered equal opportunities and rights without prejudice.
- A collaborative approach to juvenile justice and care throughout world with shared best practice and research.

Working towards the Good Prison

Lemos&Crane / PrisonerActionNet

A good prison would be a civilised, humane place where the public is protected while offenders make amends for their wrongdoing. Good prisons would be places of change where prisoners can prepare for fulfilling futures beyond crime. They must be a space for reflection, sanctuary and recovery from past problems. Stimulating, stretching activities would prepare offenders for a better future once their dues to the victims of their crimes and to society have been paid. Good prisons need inspiring, committed leadership and decent, motivated, skilled staff. Good prisons, in other words, need to be optimistic places for prisoners and staff where prisoners atone for the wrong that they have done to victims and to society.

In the UK we are a long way from this vision. Many in prison could better make amends for their crime through a community sentence or restorative justice without the disruption and damage to the ordinary life of family, community, education and work that prison inevitably causes. Sometimes the damage of imprisonment is irredeemable. Sentences are also often much longer in the UK than sentences for similar offences in other countries. Time in prison is not focused on specific rehabilitative goals like improving literacy or education. The physical environment in prisons can be sterile, rundown and depressing. Prisons are often under-staffed and the staff demotivated. Prisoners spend too long locked in their cells, bored, fed up, frustrated and ready to 'kick off'. Many activities in prison are dull, repetitive and meaningless (placing fuses in electric plugs or filaments in light bulbs, for example). Many problems with which people enter prison (mental health problems or drug-taking) remain unaddressed and unresolved and sometimes even get worse. In short, in the UK we lock up too many people for too long in a futile setting.

Much of the public and policy debate about criminal justice is deeply negative. Warring factions of prison reformers conduct old-fashioned binary debates: prison works vs. prison doesn't work; the offender is responsible vs. society is to blame; more people should be locked up vs. fewer people should be locked up; people should be locked up for longer vs. sentences should be shorter. The discussion, such as it is, is a never-ending circular litany. If policymakers, academics, lobbyists and charities are so critical and pessimistic about the failures of prisons little wonder that prisoners and staff are also critical and down-hearted.

But it is not all bad news. Many governors are enlightened. Many prison staff are deeply committed and skilled. Some activities for prisoners are genuinely original, inspiring and massively beneficial (for example, supporting family relationships, arts and creativity, restorative justice, nature and well-being, human and animal empathy). At their best, prisons can help people comprehensively rebuild a positive sense of themselves away from crime while sustaining and strengthening beneficial relationships with family and friends, sometimes against all the odds.

Drawing on the widest sources and references, including literature, art, sociology, moral philosophy and psychoanalysis as well as research into crime and justice conducted by ourselves and others, Lemos&Crane has developed a comprehensive model of what works across the prison and probation system, an intellectual endeavour rarely attempted. This is a holistic approach to the prison experience

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and rehabilitation of ex-offenders that focuses on strengthening positive identity of offenders and sustaining meaningful and beneficial relationships with family and friends – the two best predictors of desisting permanently from crime. Such an approach would inculcate personal qualities and ethical values not just skills for employment.

These would include:

- conscience and empathy
- remorse, restoration and forgiveness
- creative reflection and self-expression
- mindfulness and spirituality
- strengthening relationships with loved ones, being a good partner, parent and friend
- citizenship and civic engagement.

This approach is needed from the moment the crime is detected and the offender arrested and tried all the way up to their rehabilitation beyond their release from prison and at every stage of the journey in between.

Lemos&Crane's Good Prison vision has been presented in a high profile lecture supported by The Monument Trust, 'Civilisation Spurns the Leopard: Can there ever be such a thing as a good prison?' (2014); in a well-received and reviewed book, *The Good Prison: Conscience, crime and punishment* (2015) and in conferences and seminars attended by more than 1,000 people, as well as through the PrisonerActionNet online network of more than 4,000 practitioners working in prisons (since 2007). The Good Prison awards (first presented in 2012) have also drawn attention to positive achievements by prisons, their staff and those serving sentences.

The Good Prison vision can be implemented from top to bottom within an individual prison - from the governor through the staff and to every prisoner – and from sentencing to release and rehabilitation. Diktats and fiat from on high will not bring life to the necessary changes.

For these ideas to reach fruition across the prison estate the required conditions include:

- an engaged, committed network of practitioners across the prison estate and the voluntary sector working in prisons
- leadership and vision within prisons
- new ideas, activities and partnerships with charities and other community and civil society organisations keen to work in prisons.

Over the years to come, we shall be working with others in The Monument Fellowship to fulfil the ambitions of a good prison as part of the wider journey undertaken by offenders, from committing the crime to a life away from crime and all the many, varied and unpredictable steps along the way.

Clinks

National Criminal Justice Arts Alliance

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The power of charities and community organisations

Clinks

Clinks supports, represents and campaigns for voluntary organisations working with offenders and their families across England and Wales. Clinks aims to ensure voluntary organisations and all those with whom they work, are informed and engaged in order to transform the lives of offenders and their communities. In an ever evolving landscape in criminal justice, it is core to Clinks' vision that we are a responsive, member-focused infrastructure organisation. We seek to provide a voice and leadership on a diverse range of issues, drawing on the expertise, achievements and inspiration of our members' staff, service users and volunteers.

As the criminal justice system is undergoing change, voluntary organisations can have a bigger part to play but will require support to do so.

At this time Clinks will:

- become more diverse with appeal to a larger proportion of voluntary organisations in criminal justice, allowing us to represent and support the sector in more areas of practice and policy;
- increase and strengthen our membership, thereby becoming more representative of voluntary organisations working with offenders and their families;
- use sound research and analysis to increase our knowledge on sector issues;
- provide better advocacy for voluntary organisations and their service users by increasing the level of consultation and service user involvement in all our work;
- increase our connection with a variety of government departments and public service providers both nationally and locally, maximising sector influence in policy and practice.

Voluntary organisations working in criminal justice will:

- be more engaged in responding to the policy direction of national and local government, and be better able to lobby local providers of public services;
- become more strategic through engaging with Clinks' wider membership and through the support and capacity building offered by Clinks staff;
- improve local services by adopting good practice developed / promoted by Clinks;
- have a louder voice in national and local policy and decision making;
- strengthen their sustainability through our advice, guidance, training, and advocacy.

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Identifying and understanding change

Bearing in mind the significant changes and financial challenges voluntary organisations face, Clinks will collect and interpret evidence on organisations' health through our regular state of the sector surveys, supplemented by staff intelligence gathered through our networks and partners, in order to monitor changes. Since early 2012, Clinks began to track the voluntary sector's involvement in recently re-organised probation services to engender greater transparency and clarity on its emerging role.

By closely monitoring developments we can quickly identify where there are serious threats and take action to address these. We can also identify successes, seek to understand the key ingredients, and share these more widely for replication and development. These initiatives allow us to identify and raise concerns and proposals to senior government decision and policy makers, so that we can begin to develop solutions. Clinks can use this evidence to provide leadership for the voluntary sector, and much needed reform in the criminal justice system.

Diversify Clinks' values-led alliance

Clinks will work with experts from other sectors to combine our knowledge, and ensure that our members benefit from cutting edge thinking, informed and credible proposals and responses and a broader alliance of stakeholders.

To maintain a values-led alliance, Clinks will continue to provide an independent voice for voluntary organisations to highlight good practice through case studies and shine a light on interesting academic research that suggests how services and systems could be improved. This will be informed by our commitment to supporting local approaches, person-centred models of delivery, the involvement of families, quality service-user involvement, and responses that acknowledge and address diversity.

Supporting civic engagement

Voluntary organisations have a history of bringing transparency and community voice to the heart of public services through advocacy, campaigning, volunteering, and delivery of locally appropriate services. Clinks will support this by focusing on the role of civic engagement through the effective and proper use of volunteering and service user involvement. Arts organisations have been particularly successful in attracting public interest and support through showcasing inspirational work. We will build on such successes and broaden their benefit through partnership and development.

To better promote the role of volunteers throughout the criminal justice system, Clinks will capture best practice, promote its use, and identify barriers to implementation. Where we find barriers, Clinks will work with the Ministry of Justice and National Offender Management Service, as well as others to campaign for change.

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Service user involvement is an undervalued aspect of effective policy making, service design and delivery. The criminal justice system often disempowers people and undervalues their experience and perspectives. Working closely with members, we will listen to the views of their services users and these will inform our policy work and recommendations to government. We will support organisations to develop comprehensive and robust service user involvement through guidance and training.

Broadening our impact on policy

To increase the impact of Clinks as an infrastructure organisation, we will strengthen relationships with a diverse range of government departments. We will create links with local and regional structures as the government commitment to devolution develops over this parliament.

Clinks has close and positive relationship with the Ministry of Justice and the Home Office. We are developing closer relationships with a wider range of departments which have and will have considerable impact on our members and the lives and well-being of people in the criminal justice system in the years to come. People in the criminal justice system, especially those with multiple needs, require cross-departmental solutions and better collaboration at a local level. Other areas of government policy, such as devolution and the changing role for Police and Crime Commissioners will also have an impact on voluntary organisations. We will provide a focus on these areas, advocating for the importance and wide-ranging work of the voluntary sector in criminal justice, and arts-based interventions.

The transforming power of the arts: creating change

National Criminal Justice Arts Alliance

The National Criminal Justice Arts Alliance aims to ensure arts are used within the criminal justice system as a springboard for positive change. Over 800 members in the network are using arts across prison, probation and other criminal justice settings with impressive results. We support this transformative work by providing a network and a voice for all the talented and creative people who are committed to making great art for all. The NCJ Arts Alliance provides peer support, promotes and disseminates findings from research, runs events and a digital network, offers mentoring opportunities and seeks to inform and influence policy and practice.

Excellence, improved practice and shared learning

We believe that a good criminal justice system, one that recognises the value of recovery and rehabilitation and making communities safe from crime would have arts and culture as a central tenet of the core script. The NCJ Arts Alliance believes that involvement in the arts enriches people's lives and strengthens families and communities. In the criminal justice system, involvement with the arts helps to inspire people to establish a non-criminal identity, enabling them to build positive, cohesive, pro-social relationships. It sets the context for an ethos of collaborative working reinforced through renewed family support and provides motivation to achieve positive goals through developing new skills.

Arts and creativity have the power, even where all else fails, to engage new learners and transform lives, helping to build insight, empathy and well-being to boost individual growth, family cohesion, achievement and employability.

Working with the National Offender Management Service (NOMS) we have set up a new practice development group to focus on sharing good practice in arts in prison learning and beyond. We are also planning a series of events to showcase the work of our members providing platforms for production and performance. We are planning a new annual conference starting at HMP Askham Grange, launching a publication aimed at enabling new governors to recognise the role arts can play in prison reform. We promote opportunities for artistic development through exchange and networking and building audience. Expertise and experience from our steering group is being harnessed via our mentoring scheme, which pairs emerging artists with long-standing members. We are exploring our current training offer for members with a view to support organisations to improve practice, build capacity and capability.

Research and evaluation

The NCJ Arts Alliance seeks to increase recognition of the positive impact of arts in criminal justice challenging scepticism and driving new thinking by gathering evidence in our internationally recognised online evidence library and disseminating research findings through workshops, seminars and lectures. Knowledge-based

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practice enables us to raise issues for debate and discussion about the impact of the arts in criminal justice challenging entrenched views about reform and tackling barriers to improvement. We are keen to enhance public acceptability for fostering rehabilitation through the arts. In partnership with the University of Cambridge we are taking forward an ambitious project, Inspiring Futures, which brings together a consortium of arts organisations to work collaboratively to expand the evidence base. Inspiring Futures aims to deliver arts interventions to a size and scale sufficient to power a leading edge study of impact and effectiveness.

We recognise also the need for consistent and standardised methodologies for use across different art forms and settings and will be exploring the use of the NOMS developed outcome measure. We are growing and refining our evidence library through careful selection of studies for inclusion, spotting emerging new developments such as opportunities for digital technology and working with partners in a new prisoner education research alliance identifying new questions for research.

Informing policy and practice

The NCJ Arts Alliance champions arts in criminal justice at every level of government promoting equity of access to arts and culture for all those in the criminal justice system and fostering cultural diversity. With the ongoing Lammy review we aim to highlight the role arts can play in driving equality in criminal justice settings. Following a detailed consultation (including a workshop at Sadlers Wells London) we are publishing a set of guidelines for promoting and monitoring diversity for member organisations.

Working closely with our steering group, including the Koestler Trust and our broader membership, we feed into government consultations and have contributed to the Coates review of prisoner education, the Taylor review in the young peoples estate and have provided evidence for the Department of Culture Media & Sport (DCMS) White Paper on culture. To work for a lasting legacy we are developing our relationship with Arts Council England (ACE). We aim to work collaboratively with ACE to set out priorities for strategic planning in arts in criminal justice, further enhance knowledge and information exchange and look at ways to lever funds and share expertise.

Joining these two closely linked areas of work we maximise opportunities for high level influence and will be leading on dedicated sessions for arts in the criminal justice system with the All Party Parliamentary Group (APPG) on arts and health. We maintain our determination to bring together policy and practice, strategic and human interface and will be working in partnership to showcase a ground breaking performance by Open Clasp Theatre 'Key Change' at the Houses of Parliament. For parliamentarians this performance directly supports the lived experience of those who are achieving rehabilitation and recovery through the arts.

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Koestler Journeys

Koestler Trust

As the UK's best known prison arts charity since 1962, The Koestler Trust acts as a catalyst for positive and creative journeys in the lives of offenders. We work across the whole of the prison estate including young offenders, men and women, in secure settings giving as many people as possible the opportunity to benefit from our awards, exhibitions, sales, mentoring, employment projects and feedback for creative work with the arts.

Overall, Koestler Trust aims to:

- equip individuals in the criminal justice system with motivation, creativity and skills to turn their lives around and commit to the journey of rehabilitation;
- inform the public about the journeys offenders go on and give them opportunities to be active participants in their rehabilitation.

Each year over 3,000 people enter the Koestler Awards, entering over 8,500 works in 50 different art categories. Our annual UK exhibition is held at the Southbank Centre for two months in the autumn, with additional regional exhibitions in England and, in 2015, also in Edinburgh. These exhibitions attract around 30,000 visitors per year.

Across UK secure establishments art rooms are closing and art provision is being cut. More than ever there is a need for us to visit and connect face to face so that we can catalyse more creative journeys and recognise entrants who win our awards. Education staff also need our help to keep art on the prison learning agenda. The correlation between our visits and artistic productivity is clear: entries to our awards invariably increase from the secure establishments we have visited. As one Koestler entrant wrote: "Thank you for taking the time to visit HMP Gartree in November. It was a real privilege to meet you and to be presented with an award in the process. I know it gave everyone a real boost and I hope to make further contributions this year."

Koestler Trust continues to support people beyond our initial contact, maintaining momentum so that they commit to the positive journey they have begun. Koestler Associates, our new membership scheme makes this possible. It enables us to remain invested in offenders' journeys throughout the year, offering a range of services including dedicated support staff in the form of guidance and response. As we develop the scheme we will be able to offer Associates guaranteed feedback on their artwork and opportunities to be involved in producing a Koestler magazine. In words of another Koestler entrant: "It's really fantastic to hear someone else's comments and encouragement - prison so often is about put downs and discouragement. When it's not then it can sometimes be platitudes, but the Koestler Awards feel real. A big thank you to all the judges."

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It's not just offenders who are on a turbulent journey, their families and friends are affected too. For many having family in prison brings emotional hardship and can lead to stigma and exclusion. We want to support families during their journey and for their relative's artistic achievement to also give them strength and hope. Our family days give exhibited entrants the opportunity to invite their relatives to a special viewing of the exhibition during which they are given the rare opportunity to celebrate positive achievement and feel pride. We organise the day, pay for transport and lunch and, where needed, accommodation without which many families could not afford to attend. After attending a family day, one family wrote: "It has given us hope for the future – we had no hope whatsoever and this is truly life-changing. Parents have a sentence too."

The journey does not end post-release. Indeed, for many, this is the time when they are most in need of support. In response, the Koestler Trust has developed various opportunities for ex-offenders to continue their involvement with the arts so that they can continue to benefit from the inspiration and stability their creativity provided during their sentence. Each year we recruit, train and support ex-offenders to host our UK exhibition at London's Southbank Centre. The project both transforms the lives of those who are employed and the general public's understanding of who offenders are and what they can contribute. The roles act as an important step in the journey to resettlement and, more specifically, into employment. In 2015, five of our ex-offender hosts were offered permanent posts at the Southbank Centre at the end of their time working with us.

As well as our hosting positions, we also offer unique, one-to-one arts mentoring to ex-offenders with creative enthusiasm and talent. We pair each mentee with a volunteer professional artist who we train to deliver tailored support and advice to help the mentee pursue an arts-led resettlement plan. As a Koestler mentee commented: "For a lot of people in jail, being accepted to do this [scheme] is probably the best thing in their life. It's probably the first time that someone has turned to them and said, 'You know what? Something you do is good.' ...So the mere fact of them being in the programme is a major step in terms of looking at themselves differently."

Our vision is to continue to celebrate our artists, and the role that the arts can play in rehabilitation, by having a year round presence for our artists and our 'alumni', and in so doing contributing to the debate about how the public views offenders and the criminal justice system.

Arthur Koestler knew the power of the arts to change lives of offenders and detainees when he founded this charity in 1962, and it has not changed since. Nor has its power to support people in possibly the worst time of their lives, to make them think differently and prepare them for an alternative life outside the walls of confinement. At the UK annual exhibition 'Re:Form' at the Southbank Centre in 2015 we showed an artwork made by an under 18-year old, a poster-sized work with these words on it: "Logic can take you from A to B, Imagination can take you anywhere". The words were made out of an old road map.

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What it looks like when it's fixed

Khulisa

Community development has entered a new phase where global trends and needs are as important as local solutions. The view of the developed 'West', with the answers, resources and skills that other nations or communities lack, fails to acknowledge the constructive potential of reverse and alternate models.

Khulisa tries to look old problems with a fresh perspective. Our heritage is South African and the core of our programme delivery has been tried and tested in the challenging environments of South Africa's prisons and communities. We embed a strong strand of evidence in all that we do and embrace transparency: we are prepared to say when we get it wrong and things don't work. We are trauma-informed, meaning that we acknowledge the fact that many of our participants, even when they have done harmful things, have also suffered abuse and neglect. We are optimists and believe fully in the human capacity to change: it may be hard work, fail often and take a long time to get success, but we trust in our participants' capacity to make their lives, and in turn their communities, better. Finally, we are truly collaborative, taking inspiration from our South African roots and the ethos of Ubuntu: "I am because of you".

Our prisons and justice system in England and Wales are undergoing significant and unprecedented change. The government's reform agendas continue to put all services under considerable pressure to reduce cost, restructure and still deliver against increased targets. There are stated goals to increase rehabilitation, foster desistance and inspire innovation. Much is on offer while the nurturing, safety and security of our communities, along with the lives of all of us, are at stake.

Prison, probation and statutory staff can play a vital role and are often in the strongest position to encourage a shift in offender or client perspective. They have the power to both reinforce a mind-set and to radically challenge it. Non-accredited programmes delivered by the voluntary sector, while perhaps lacking the highest standards of assessment and scientifically validated evidence are, by all accounts, nearly always favoured by those who participate on them. Trauma-informed and inclusive, values-led practice has the power to revolutionise prevention and rehabilitation.

Speaking of science, the fields of neurogenesis, behaviour and brain development are more and more helping to prove that empathy can be developed, that restorative processes positively affect us at molecular levels and that desistance really is something we can learn, foster and make flourish.

There are three principal connections between Khulisa's work and ethos in the criminal and social justice sectors that we will take forward over the coming years. First, we believe passionately in innovation and seek to work with thought-leaders in the sector. We are focused on providing solutions that help people and "fix" systems and processes, not preserving the (often broken) status quo. Second, Khulisa aims

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to punch above its weight. We will stretch ourselves, challenge our assumptions and point to bigger solutions through the experience of on the ground local delivery. Third, Khulisa embraces a strong ethos of partnership working (Ubuntu in action). We firmly believe that we do not have all the answers and certainly cannot provide all the needed support to our participants and communities. None of us can do it alone and we focus on values-led collaborations.

Over the coming years, Khulisa aims to:

- be at the forefront of justice innovation and reform
- consistently develop, pilot and share new models of work
- truly empower individuals, communities and grass-roots organisations to themselves deliver what it looks like when *their* lives, families or neighbourhoods are fixed
- deliver high quality work that is sought after
- be an organisation that that is less about scale and more about a critical mass that impacts further change far beyond our reach
- have enough influence to change policy, practice and public opinion.

Khulisa is an optimistic, solutions-focused organisation. Keeping the question *what it looks like when it's fixed* firmly at the front of our minds, and dedicated to collaborative working, we look at the challenges ahead not lightly, but still as opportunities to design, develop and deliver needed answers to the thorny, some say 'wicked', and intractable problems at hand.

Together with our partners, we have a vision for our participants and communities that we want to foster. We see safer, more restorative prisons. We believe that we can guide individuals to dramatically reduced reoffending rates and that we can empower resilient, ambitious and self-assured young people who are in control of their lives and emotions. We will empower communities where families and adults, from all backgrounds, access the services they need and are entitled to without barriers or fear. We believe this vision, these values, contribute to what it looks like when it's fixed...

"I have met incredible people and had the opportunity to feel more a part of the world."

Adult Community Participant, London

Working Together to Improve Criminal Justice: a Fellowship taking forward the legacy of The Monument Trust

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Cover image courtesy of the Koestler Trust. *Locked-in Syndrome*, HMP Isle of Wight (Albany), Gold Award for Painting 2015.