

## **Strategic Vision and Priorities: 2019–2024**

The Howard League for Penal Reform recognises the humanity of all people involved in criminal justice. We seek to uphold their dignity and respect their human rights.

We strive to minimise the human suffering and social harms that are both causes of crime and consequences of punishment.

We stand for constructive forms of justice that contribute to building a safer, fairer society.

We stand against abuse and mistreatment and all forms of discrimination in the criminal justice system.

To these ends we are committed to:

- Remaining fearlessly independent, radical and critical in our campaigning, as well as being pragmatic, engaged and influential
- Sustaining high-quality, high-profile public engagement and education around criminal justice concerns
- Being principled in our approach, as well as evidence-based and research-informed
- Maintaining the culture of curiosity and ingenuity that allows us to respond to new crime and justice challenges in ways that are flexible, dynamic and agile
- Using the law and the courts to challenge injustice
- Being well-managed, well-governed and sustainable as a charitable organisation
- Being committed to working in partnership with others who share our values and goals.

Over the next five years (2019–2024), the Howard League will focus on three broad strategic priorities. We shall evaluate our activities and proposals for new initiatives against these priorities and our principles.

### **1) Stemming the flow**

The Howard League will focus work on *stemming the flow* of people into the system, advocating for solutions which as much as possible lie outside of the criminal justice system.

The criminal justice system is not a static repository of people. It is better understood as a flow of individual lives, from point of arrest, through community interventions, all the way to the population in penal custody and beyond.

## **2) Better justice**

The Howard League will focus work on *better justice* which emphasises rights and remedies. When solutions must be sought from within the system, then these should be as non-invasive and flexible as possible. Prison must be a true last resort.

Alongside stemming the flow, we will promote better justice systems.

## **3) Strengthening the charity**

Work on *stemming the flow* or *better justice* is impossible without a solid underpinning for the charity.

The Howard League will focus work on *strengthening the charity* which speaks to our vision of being a well-managed, well-governed and sustainable charitable organisation. In particular, we shall continue to devote efforts to grow our membership, expand our influence and maintain our independence.

*Agreed by the Board of Trustees 16.4.2019*