



TOGETHER IN
POWER

A PLAN FOR REAL
JUSTICE **FOR**
WOMEN

2025-2030

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IN OUR VOICES

Women in Prison was founded four decades ago by two strong women determined to make the voices of the most marginalised of women heard... and heard *loudly*.

Chris Tchaikovsky was a fierce trailblazer, a force of nature, and powerful catalyst for change. Pat Carlen was an expert criminologist who used her in-depth knowledge of the criminal justice system to highlight the intrinsic flaws in this dysfunctional, harmful system.

Coming from widely different perspectives, they reached the same conclusion: imprisonment inflicts appalling damage on individuals, families and on society – and, in particular, on women. It is well established that prison increases rather than prevents crime and that rehabilitation within the current criminal justice system is little more than a myth.

We celebrate their achievement. Women in Prison has been there for us at our darkest moments, working with determination to

represent our needs and access our rights. Together, we are living proof that our journeys, with all their twists and turns, are not just stories of struggle but also of resilience, growth, and transformation.

Standing on this platform of radical change, we are impatient for action that will make a radical difference to women. For us, this strategy is a powerful call to action to create a more just society, where the most disadvantaged women are not overlooked and invisible, and where structural inequalities no longer dictate their paths. This strategy puts women with experience of the criminal justice system at the centre of leading change.

We will not stop until our voices are heard.

We are proud to have been part of the group that shaped this strategy and look forward to the next chapter, a chapter where our collective voices ring out louder to call for an end to the marginalisation and criminalisation of women.



Natasha
Pavia
Maria
Kate

Natasha, Maria, Pavia & Kate - Women with lived experience of the criminal justice system

“ We are committed to bold action, embracing innovation, and recognising the strengths within the women we work with every day.

Women in Prison has a proud and powerful legacy of challenging the unjust imprisonment of women and confronting the harms they face within the criminal justice system. We celebrate the thousands of women who have left our programmes with renewed confidence, empowered to access their rights and exercise agency. We are proud to have influenced government and campaigned for legislative change, and that women with lived experience have consistently been at the heart of our work.

We honour this legacy but remain impatient for progress.

At the time of writing this strategy, the remand prison population has reached its highest level in over 50 years. There are 3,492 women in prison in England, a stark increase from 30 years ago with women serving shorter sentences - 58% receiving six months or less, primarily for non-violent crimes. In 2024, women in prison were self-harming at the highest rate ever recorded.

Yet, even in the face of these statistics, we remain hopeful. Our belief that change is possible has never wavered. Prison is not, and will never be, an appropriate response for women, many of whom have experienced deep trauma and multiple disadvantages. That is why in 2023, Women in Prison embraced a new and ambitious vision: a society that no longer accepts the structural inequalities that lead women and girls into the criminal justice system. This strategy outlines how we will channel our energy, resources, and passion into realising that vision and reducing the harm experienced by women.

Our strategy was co-produced by women with lived experience, staff, and trustees, all of whom brought wisdom, determination, and deep experience to the table. Over six months, our Strategy Development Working Group envisioned the bold direction we must take. We are deeply grateful for every voice that shaped this journey, from women on the front lines of change to our partners and stakeholders, whose feedback sharpened our collective ambition.

In September 2024, we hosted a Summit that brought together social justice thinkers, organisers, community organisations, and women with lived experience to imagine a future free from the criminalisation of women. It was a day filled with promise, sparking new collaborations and radical ideas to end social injustice. It reaffirmed our commitment to be daring, ambitious, and relentless in driving change.

This strategy is about women being at the centre of change. It is a call to action for our partners and allies to join us in solidarity, to transform systems that harm women, and to create a future where justice is rooted in equality. Through our collective voice, reshaping our programmes, and creating a sustainable future, we will inspire change and accelerate progress over the next five years.

We are committed to bold action, embracing innovation, and recognising the strengths within the women we work with every day. Together, we will build a better, brighter future – a future in which no woman is criminalised for her circumstances, but instead is met with the respect, care, and opportunity she deserves.

OUR RADICAL ROOTS



“ Excluding people from society does not, never has and never will, help offenders live well within society. Imprisonment is in fact a brutalising, disabling and deforming experience and not, as some would argue, a positive, enabling and reforming one.

- Chris Tchaikovsky, founder of Women in Prison

Our history is testament to the strength of women and the transformative power of radical action. Our founder, Chris Tchaikovsky, imprisoned in HMP Holloway in the 1970s, witnessed the devastating impact of prison on women, including the tragic death of Pat Cummings, a fellow prisoner who set fire to her own cell.

Chris understood that women in prison were often those society had overlooked – the poorest, the most marginalised, and those whose stories were left out of public and political conversations. She saw the urgent need for action and, with the visionary support of international criminologist Pat Carlen, founded Women in Prison in 1983. Together, they set out with a bold vision: to raise awareness about the realities of life behind bars and to fight for justice, agency, and alternatives to imprisonment. From our beginnings as a grassroots

campaign for change, Women in Prison has grown into a national force for change. In the 1990s, we expanded our reach, not only advocating for justice but providing direct support to women in prison and in the community. For 40 years, we have walked alongside women, challenging a system that too often fails to acknowledge the structural inequalities that shape their lives.

Our history is not just one of struggle, but of hope and progress. We are proud of our legacy and legitimacy to advocate for change, built on the vision of our founders. We are inspired by the future we know is possible – a future where women are no longer criminalised for the circumstances they face but are empowered to access their rights and agency. This strategy honours our past and propels us forward toward the radical, lasting change that women must have to access their rights.

OUR VISION

Our Vision is of a society which no longer accepts the structural inequalities that lead women and girls into contact with the criminal justice system.

OUR PURPOSE

We work collaboratively in the community, custody and in prisons with women and girls facing structural inequalities through programmes and campaigns that challenge and change oppressive systems.

OUR VALUES



Change can happen.

We are resilient and driven because we know that transformational change must and can happen for women who are facing criminalisation.

We actively strive to be feminist and anti-racist.



We recognise, acknowledge, include, and celebrate the power, strength and diversity of women and challenge oppressive systems of privilege. We are committed to end racism in all its forms and to challenge where we see inequality and injustice.

We represent the world we want to see.



We listen and learn with each other and the communities we exist for and continuously challenge ourselves so that our work, and the ways that we work, represent a world where all women are met with care, dignity and compassion.

We build women's collective power.



We work courageously and collaboratively to share power and voice in our programmes and influencing work and build the power as women together, to challenge structural injustice.

OUR FIVE YEAR STRATEGY

By 2030, we aim to build lasting systems changes to radically reduce the harm experienced by women coming into contact with the criminal justice system.



GOAL 1

Mobilise impactful women-led influencing and campaigning

Priority 1

We will be a leading voice demanding change with and for women in contact with the criminal justice system

Priority 2

We will increase awareness of social injustices that lead to women's criminalisation and alternatives to criminalisation



GOAL 2

Coproduce transformative programmes that address the structural inequalities faced by women

Priority 1

We will deliver trauma informed programmes in the community and custody that support and enable women to access their rights to safety, wellbeing, community, and agency

Priority 2

We will design and deliver anti-oppressive programmes with and for women at disproportionate risk of criminalisation



GOAL 3

Power up our organisation to deliver sustainable impact

Priority 1

We will grow a sustainable and diverse income base that gives us legitimacy and autonomy to deliver impact that is aligned with our values.

Priority 2

We will build a culture of development, learning, wellbeing, and investment in a diverse and knowledgeable team.

By 2030 we are working to achieve:

- Women in contact with the criminal justice system having a greater voice in the public narrative.
- Increased awareness of social injustice and a shift in public narrative about women in contact with the criminal justice system.
- Radical reduction of women in prison.
- Significant reduction of black and racially minoritised women being criminalised.
- Sustainable alternatives to criminalisation.
- Increased access to rights for women who are criminalised.

By 2030 we will have:

- Alternatives to the criminalisation of women.
- Successful programmes that reflect diversity of experience and address the specific needs of women, including domestic abuse, housing, mental and physical health, and economic empowerment.
- Worked in partnerships delivering dedicated programmes that respond to the intersectional needs of black and racially minoritised women who are disproportionately impacted by the criminal justice system.
- Women supported in all prisons to access their rights to health, wellbeing, safety, and information.
- Sustainable and accessible safe places where women can access the support they need, embedded in local communities.

By 2030 we will have:

- Reduced reliance on government income and diversified our funding streams to achieve financial sustainability.
- Inclusive representation and decision-making influence of women with lived experience at all levels of our organisation.
- Embedded our values, trauma informed approaches, and safeguarding into our culture and ways of working.
- Expanded opportunities for staff to grow and have agency in their own development and wellbeing.

WHO WE ARE TODAY



“ Jail is almost the easy bit, it’s getting out that’s hard.”

WHO WE’RE HERE FOR

We are a lifeline for women aged 18 and over, offering support that recognises the whole person. We see every woman in her uniqueness, understanding how identity and the context she lives in will shape her

journey and choices. Our work is rooted in deep care and bold action, providing transformative support directly to women. Through our powerful campaigns and influencing work, we seek to create a better future for all women affected by the criminal justice system.

As we look forward, we are excited to explore how our work could expand to include girls, laying the foundation for long-term prevention and positive change in their lives.

Where we work and what we do

Our strength lies in our unique blend of influencing, campaigning, and direct programme delivery, combining compassion with expertise. We are relentless in our campaigns to reshape the criminal justice system in England and Wales. We challenge the forces that criminalise women, calling for a dramatic reduction in the number of women imprisoned, calling instead for community-based support that meets women’s needs with care and respect. Through our website and our magazine, Still I Rise, led by women in custody, we provide information, guidance, and a platform for women’s voices to be heard. Our frontline work — built on trust and solidarity with women — fuels our campaigns for systemic change. We stand shoulder to shoulder with women, challenging the injustices of the criminal justice system and working tirelessly to reduce its harms.

We deliver transformative programmes, including:

- **Prevention programmes** – Supporting women to access their rights, preventing further harm, and creating pathways to safety and agency.
- **Prison programmes** – Supporting women in custody to understand and access their rights, preparing them for release, and igniting hope for their futures.
- **Post-release support** – Guiding women through to the next chapter of their lives, to reconnect with their families and communities, and find the resources they need to make decisions for their lives.
- **Community programmes** – Offering a supportive network of community hubs and women’s centres in London, Surrey, and Manchester, where women can find strength, solidarity, and opportunities to move forward.

Everything we do is driven by a set of guiding principles that reflect our unwavering commitment to our vision, purpose, and values. Together, we are building a future where justice is truly transformative and where every woman

Rights of Women

Human rights, enshrined in International, European and UK law, are based on fairness, respect, equality and dignity. While some human rights (such as liberty and privacy) can be lawfully removed in cases of criminalisation, a person's universal basic rights cannot be undermined. The Bangkok Rules, adopted in 2010 by the UN General Assembly make specific provision for women's rights in relation to prison, for example in relation to health care, support needs and parenting. Women in Prison supports women to protect their rights both in prison and in the community so that women are informed of their rights, and can access gender sensitive support for their health, safety and dignity.



“ There are too many women in prison who just shouldn't be there.

Prisons

At Women in Prison we know that prison is harmful to women, that it exacerbates inequalities, undermines our humanity and does not address the root causes of why women end up criminalised. The punitive nature of prisons diminishes the potential for them to be restorative places for women. We do not believe that women should be in prisons. Many women who are imprisoned should remain in the community, with adequate resources, care and support. We recognise that harmful actions should have consequences and believe that there are alternative ways to seek justice where harm has been caused that would be more effective and have better outcomes. Women in Prison works practically with women to reduce the harm of being caught up in the Criminal justice system in prisons and in the community. We will continue to research, pilot and advocate for alternatives to prison that centre women's experiences, are accepted and owned within communities, centre accountability and responsibility and offer dignity and therapeutic care to support women to heal and recover.

WHO WE WORK WITH

1

Women in communities, in custody, and in our organisation

Women are the reason we exist and central to everything we do. We work with women with lived experience of the criminal justice system because they hold the expertise needed to shape and inform programmes and campaigns that are feminist, anti-racist, and aimed at ending the harm caused by the criminal justice system. Women co-design and deliver our campaigns and programmes, ensuring they are relevant and reflect the strength, resilience, and diversity of women.

3

Commissioning partners (local and national)

Our partnerships with commissioners prioritise trauma-informed, co-designed programmes centred on women's needs, ensuring that services reflect the reality of their lives and promote person-centred change. We advocate for adequate resourcing and evaluation of programme impact to ensure they are inclusive, just and deliver meaningful support that meets women's needs.

2

Strategic partners both inside and outside the criminal justice sector

The change we are seeking is significant and requires long-term collaboration and sustained actions by multiple partners. We value partnerships that align with our commitment to feminist, anti-racist principles, and the pursuit of transformational change. Together with strategic partners, we strive to amplify women's voices and share power, leveraging our collective strengths to challenge injustice, dismantle structural inequalities, and progress systems change that benefits all women.

4

Government (local and national)

We work with national government to influence legislative and policy changes that reduce the criminalisation of women, with a focus on dismantling oppressive systems that perpetuate inequality. While maintaining our independence, we collaborate to hold government accountable, ensuring that gender-specific approaches guide their efforts to address the structural inequalities women face.

THE HARMS DONE TO WOMEN

Harm caused, and exacerbated, by the criminal justice system

Mental Health

- 1 in 3 women in prison self-harmed in the year to September 2024³
- 82% of women in prison report **poor mental health**⁴



Race and Ethnicity

- Women from **minority ethnic groups** are overrepresented at every stage of the criminal justice system⁵
- **Black women** make up **8.9% of the prison population**, but **3% of the general population**⁶



Mothers, pregnancy and children

- **Pregnant women** in prison are seven times more likely to suffer **stillbirth**⁷
- **95% of children** with mothers in prison leave the family home⁸



Domestic Abuse

- Nearly **60%** of women in prison report experiencing **domestic abuse**¹
- Nearly **2 in 3** women in prison have a history that suggests **brain injury**, often the result of domestic abuse²



Community integration

- **Only 10%** of women were in **employment** six weeks after release from prison⁹
- **13%** were **homeless** or rough sleeping on release from prison in the year to March 2024¹⁰
- **44%** of women leaving prison are **reconvicted within one year**¹¹



Drivers of Women's Criminalisation

Women experience the effects of structural inequalities including colonialism, racism, sexism, classism, ageism, homophobia, and transphobia

Structural inequalities underpin women's experiences of harms like poverty, mental ill-health, substance misuse, domestic abuse and violence, and homelessness

The multiple disadvantages women experience can sweep them into contact with the criminal justice system, which, in turn, is shaped by the inequalities women experience

1. Ministry of Justice. (2018). Female Offender Strategy | 2. Corporate report, A review of health and social care in women's prisons, NHS, Nov 2023. | 3. Safety in Custody Quarterly Statistics, Ministry of Justice | 4. Women and men comparator workbooks. HM Inspectorate of Prisons. (2023) Annual report 2022-23. | 5. Corporate report, A review of health and social care in women's prisons, NHS, Nov 2023 | 6. Worst Case Scenario Report, 2021, Working Chance | 7. Summers, H. & Murray, N. (2023). Pregnant women in English jails are seven times more likely to suffer stillbirth. The Observer | 8. Corporate report, A review of health and social care in women's prisons, NHS, Nov 2023 | 9. Table 4. Ministry of Justice. (2024). Employment at 6 weeks post release from custody data tables. Offender Employment Outcomes, update to March 2024. | 10. Table 4. Ministry of Justice. (2024). Housed on release from custody data tables. Offender Accommodation Outcomes, update to March 2024. | 11. 1 House of Lords written question HL1566, 30 January 2024.

ACHIEVING REAL CHANGE

External Context

At the heart of women's criminalisation lie deeply entrenched social and economic inequalities. Many women who encounter the criminal justice system face overlapping challenges – poverty, mental ill health, disability, substance use, violence, abuse, and housing instability – that profoundly shape their lives.

Structural inequalities such as colonialism, racism, sexism, classism, ageism, homophobia, and transphobia continue to shape how systems respond to women's experiences. Acknowledging these barriers is the first step toward dismantling them. Real change is not only possible—it is within reach if we face these inequalities head-on and work together to transform the systems that perpetuate them.

Women impacted by the criminal justice system have often been hidden from view, particularly those serving prison sentences who are physically removed from society. Their stories need to be told and understood and by raising public awareness of the severe disadvantages women in contact with the justice system face, we can change existing narratives, ignite compassion and understanding, and mobilise communities to stand with us in our calls for change. When the public begins to understand the root causes of women's criminalisation, we create the conditions for transformative justice.

Right now, our prisons are at breaking point and are failing to keep women safe. The number of women on remand is at an all-time high, the self-harm rate for women remains the highest on record in 2024 (ten times higher than in men's prisons) and women's sentences continue to be short, completely disrupting her life.

Yet, amid this ongoing crisis, there is reason for hope. The Labour government, elected in July 2024, has recognised that too many women are in prison who shouldn't be and have committed to focusing on prevention and reducing the women's prison population, with a view to closing women's prisons. Their commitment to establish a Women's Justice Board gives us grounds for optimism – it signals that real change is not only possible but in the horizon of this strategy.

This is our moment to act. When public opinion shifts, it empowers our leaders to advocate for compassionate, just policies that address the root causes of women's criminalisation. We have an opportunity to seize this moment to advocate for investment in communities and prevention. The cost of imprisoning women is not just financial – it tears apart families, damages communities, and fails to address the deeper issues women face.

Research shows that investing in community-based support is far more effective than prison. For every £1 million invested in women's centres, £2.75 million in socio-economic benefits is generated. Whilst the annual cost of keeping a woman in prison is at least £48,000.

These figures tell a hopeful story: we know what works, and now is the time to develop and invest in those solutions. Real change isn't just an aspiration – it's an achievable goal.

Internal Context

At the core of everything we do is our belief in the power of women. We are a women-led organisation. Our skilled and compassionate team act with quiet activism every day, creating spaces of care and transformation. We know that real change happens when we share power and women with lived experience take the lead – our commitment to co-production means that our 40 years of experience is combined with the experiences of women with lived experience to make better, and more impactful, decisions.

We have a strong and engaged leadership team and board of trustees, each woman unwavering in their commitment to our vision. This solid foundation gives us the strength to push for the radical change we seek.

However, we understand the challenges we face. In recent years, the contracts we've relied on to fund our work have often been restrictive, prioritising cost over impact. These contracts have constrained our ability to fully co-produce programmes with women and have sometimes required us to subsidise government work through our fundraising efforts. This over-reliance on

restrictive funding threatens our ability to remain sustainable and risks undermining our legitimacy to campaign for the transformative changes we know are needed.

Our organisation's policies and salaries have not kept pace with the sector and there has not been enough scope to invest in professional development and career pathways. Further, we recognise the need to develop our organisation and the supportive systems and processes that are fundamental to modern and effective organisations striving for impact.

We are ready to rise to these challenges. We are committed to strengthening our financial sustainability so that we can invest in our team, our programmes, campaigns, and organisational capabilities. Our people are our greatest asset, and we know that supporting our growth and development is key to achieving real change.

Our strategy takes account of the challenges we face and creates a bold roadmap for how we will achieve positive change.



OUR 2025 - 2030 STRATEGY

To make meaningful progress towards our vision of a society which no longer accepts the structural inequalities that lead women and girls into contact with the criminal justice system, and in recognition of the harms experienced by women, we have determined that our strategic aim is:

By 2030, we aim to build lasting systems changes to radically reduce the harm experienced by women coming in contact with the criminal justice system

Systems change is a way to address the root causes of social injustices by working to change the structures, policies and practices that keep those problems going. In the context of a woman in contact with the criminal

justice system, it means shifting the way society responds to women's interactions with it. Interactions often shaped by, and then reinforced with, trauma, abuse, mental health issues, and substance misuse. Rather than focusing on punitive measures, systems change seeks to redesign legal, social, and support systems to prevent women from being criminalised, instead offering person-centred, community-based solutions that recognise the complex challenges they face.

To achieve our five-year aim we have set three mutually reinforcing goals, outlined on the following pages, each with clear ambitions for change by 2030 and key actions by which change will be achieved.

“Being in prison certainly gives you a different view of the world. It isn't a good view, but it does make you hungry for change — for a change which brings justice and humanity back into society.”



GOAL 1

Mobilise impactful women-led influencing and campaigning

Priority 1:

We will be a leading voice demanding change with and for women in contact with the criminal justice system

By 2030 we are working to achieve:

- Women in contact with the criminal justice system having a greater voice in the public narrative.
- Increased awareness of social injustice and a shift in public narrative about women in contact with the criminal justice system.
- Radical reduction of women in prison.
- Significant reduction of black and racially minoritised women being criminalised.
- Sustainable alternatives to criminalisation.
- Increased access to rights for women who are criminalised.

Measuring success:

- Number of systems change recommendations adopted in policy and legislation.
- Reduction in the number of women arrested.
- Increased use of alternatives to criminalisation.
- Reduction in the number of women on remand.
- Reduction in the number of women on short sentences.
- Reach and impact of public awareness campaigns.

Priority 2:

We will increase awareness of social injustices that lead to women's criminalisation and alternatives to criminalisation

Achieving change:

To deliver real change we must change systems through policy and legislative change, and advocate for alternatives to criminalisation. To build on our established approach to campaigning and influencing **we must:**

- **Understand and shift power**, as much as possible in all our work through **coproduction and partnering** with women with lived experience and organisations that align with our values.
- Prioritise and maximise **strategic alliances, partnerships and collaborations** to take collective action and demand change to systems that are harmful to women.
- **Build powerful coalitions and movements for change, mobilising women and women's organisations** to create awareness of the experiences of marginalised women, facilitating and enabling women to campaign for change, and build coalitions to amplify the demand for change.
- Develop powerful public awareness campaigns to **increase awareness of social injustice** experienced by criminalised women to inform and change public perceptions.



Coproduce transformative programmes that address the structural inequalities faced by women

Priority 1:

We will deliver trauma informed programmes in the community and custody that support and enable women to access their rights to safety, wellbeing, community, and agency

By 2030 we will have:

- Alternatives to the criminalisation of women.
- Successful programmes that reflect diversity of experience and address the specific needs of women, including domestic abuse, housing, mental and physical health, and economic empowerment.
- Worked in partnerships delivering dedicated programmes that respond to the intersectional needs of black and racially minoritised women who are disproportionately impacted by the criminal justice system.
- Women supported in all prisons to access their rights to health, wellbeing, safety, and information.
- Sustainable and accessible safe places where women can access the support they need, embedded in local communities.

Measuring success:

- We will work directly with at least 1,000 women each year.
- All our new programmes will be co-designed by women with lived experience.
- Lived experience representation and programme leadership (e.g. number of peer researchers, peer mentors, staff with lived experience).
- Outcome focused measurements to demonstrate impact of programmes to improve safety, wellbeing, community, and agency.
- Satisfaction of women, staff, funders and partners.

Priority 2:

We will design and deliver anti-oppressive programmes with and for women at disproportionate risk of criminalisation

Achieving change:

Building on our experience, reach, and reputation, we will pursue sustainable funding giving us freedom to co-design and co-deliver transformative programmes that meet women's needs. To achieve systems change and reduce harm to women we must:

- **Demonstrate alternatives to criminalisation** and seek investment in community-based alternatives to prison. We will advocate for gender-specific services and for connecting available support to ensure a holistic response to women.
- Develop and embed programme design principles and approaches which are trauma-informed, and have **co-production, our values, and the intersectional experiences** of women at their core.
- Maximise **partnership working** to deliver programmes that address the multifaceted needs of women.
- Develop relationships and **share knowledge with public services** about the needs of criminalised women to ensure they can access their rights.
- Develop a **rigorous approach to measurement and learning** to evidence programme impact.



GOAL 3

Power up our organisation to deliver sustainable impact

Priority 1:

We will grow a sustainable and diverse income base that gives us legitimacy and autonomy to deliver impact that is aligned with our values

By 2030 we will have:

- Reduced reliance on government income and diversified our funding streams to achieve financial sustainability.
- Inclusive representation and decision-making influence of women with lived experience at all levels of our organisation.
- Embedded our values, trauma informed approaches, and safeguarding into our culture and ways of working.
- Expanded opportunities for staff to grow and have agency in their own development and wellbeing.

Measuring success:

- Progress against fundraising targets.
- Income diversification with clear annual targets.
- 60% of our total income from voluntary philanthropic sources; government contracts to be no more than 40% of income;
- Active monitoring of staff experience and wellbeing.
- A minimum of 50% representation of women with lived experience across the organisation.

Priority 2:

We will build a culture of development, learning, wellbeing, and investment in a diverse and knowledgeable team.

Achieving change:

Developing a sustainable funding model will give us greater freedom to advocate for non-harmful alternatives to prison and criminalisation, and to strengthen our capability and capacity to deliver and measure lasting impact change.

It is critical to our success to invest in individual development, increase representation of women with lived experience, and build a trauma-informed environment in which team members are supported to do the demanding work of systems change and harm reduction. To achieve sustainable impact **we must:**

- Implement a **comprehensive fundraising strategy** that will build diverse, unrestricted income sources. Our Leadership Board of supportive change makers is key to achieving a step change in fundraising.
- Embed equity, diversity and inclusion, led by a strong understanding of **anti-oppression** into our values and ways of working
- Establish robust **personal development** plans for all staff, incorporating wellbeing, providing staff with the opportunity to input into their own care and growth needs.
- **Strengthen our board and sub-committees** to ensure diversity of thought and challenge, and support effective oversight of strategy implementation and impact.
- Develop and implement a **robust monitoring, evaluation, accountability and learning framework.**
- Develop a **systemic approach and culture of safeguarding** that spans all areas of our operations.

IMPLEMENTATION

Monitoring delivery and impact

Measures of success have been defined for each goal. We will monitor strategy implementation and impact through a Monitoring, Evaluation, Accountability, and Learning framework, ensuring a comprehensive approach to data collection, analysis, reporting and learning.

Underpinning delivery of this strategy will be a suite of enabling strategies (for example, Influencing; Fundraising; People; Co-production) that take account of our current position and formulate detailed plans and interventions for achieving the change set out in this strategy. Enabling strategies will set out metrics that ensure dual focus on delivery of strategy commitments and impact.

Our plans will come to life through the annual planning process whereby we determine how we will make progress to achieving our strategic aim; prioritise our actions in the light of changing context; and set out a resourcing plan to support delivery.

Effective governance

This strategy has been approved by our Board of trustees, who approve the annual business plan and budget to support achievement of our strategic aim and goals. Our Leadership Team is accountable for delivery of the strategy and monitoring strategic impact, reporting to the Board of Trustees for oversight, assurance and support.

Our Annual Impact Report will be developed to include an overview of change and impact as a result of the strategy. Alongside the annual report we will publish Learning

Briefs, to highlight changes in our strategic approach, informed by data and feedback, reinforcing our transparency and commitment to continuous improvement.

To further increase our transparency and accountability for delivery of this strategy we will explore the following:

- **A publicly accessible Strategy Dashboard.** A real-time, publicly accessible online dashboard that displays key metrics and progress against our strategic aim and goals. This will reinforce our ambitions for impact and allow stakeholders to track our achievements.
- **Beneficiary-Led Feedback Loops.** Formal channels for beneficiaries to provide ongoing feedback, such as surveys, focus groups, or digital suggestion boxes. This approach will allow us to make adjustments to campaigns, programmes, and staff development and support in response to feedback.
- **Independent Impact Audits.** Undertaken by an independent partner to evaluate strategy implementation and impact. Impact audits would focus on progress, finance and outcomes, and organisation alignment with strategic aim and goals.

COME WITH US

We stand firm in our determination to challenge and change oppressive systems and end the harm that women face as a result of deep-rooted inequalities that push them into the criminal justice system.

Women deserve better. We deserve a society that sees us, values us, and helps us heal. We're here to do that work. To advocate for change, and provide compassionate, trauma-informed support that allows women to reclaim our safety, rights, and agency.

Together we can transform women's justice for a more compassionate and hopeful future.





Got questions? Ask us!
info@wipuk.org

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