

# **PRISON DIALOGUE LIMITED**

## **TRUSTEES ANNUAL REPORT**

### **YEAR ENDED 31 MAY 2006**

The trustees, who are also Directors for the purposes of the Companies Act, present their report and the unaudited financial statements of the charity for the year ended 31 May 2006.

#### **DIRECTORS DURING THE YEAR**

C J Marks, N Shields, H Pidgeon and M McGill served as directors for the entire year.

The Trustees continued to meet regularly in person and by telephone, sometimes joined by the management team. Members were invited to six open review meetings and these were well attended. The AGM was held on 28<sup>th</sup> September 2006.

#### **PRINCIPAL ACTIVITIES AND REVIEW OF BUSINESS DEVELOPMENTS**

Prison Dialogue's reputation and standing has been significantly enhanced in the past year, with two key achievements highlighting how far we have come; firstly the positive HMP Dorchester prison audit which provided evidence of the significant contribution the work of the charity has made to the improvements it identifies and secondly through our international work with the Washington State Department of Corrections engaging at the highest level on large system cultural change. Important developments have continued in other areas, including; gearing up our resettlement work with the piloted threshold prison and community dialogues and developing our links with Regional Offender Managers as well as our continuing second intervention in HMYOI Portland.

The Charity continues to be committed to achieving significant cultural change in the criminal justice system (CJS) by addressing relationships and the way that people communicate at and across all levels in that system. Our aim over the last 3 years has been:

To build the culture, structures and skills required to turn prisons round to become client-centred, outward-facing and reach into the community, thereby placing the resettlement needs of prisoners and the sustainable safety and confidence needs of the community as central to all activities within the prison.

We are now building on our success, working to produce the replicable and purchasable model for whole system turn-round and threshold dialogue, to then win contracts directly with National Offender Management Service (NOMS) and Regional Offender Managers (ROMs).

PD has partnered with HMP Dorchester since October 2003 using a dialogic approach to develop effective change processes, sound structures and systems and the leadership capacity of the management and staff towards a whole system approach to resettlement. Their Prison Audit shows how far the prison has come moving from 'worst prison' in 2003/4 to high achieving prison in January 2006; and measuring 'Quality of Prison Life' as outstanding, while in 2003 results were satisfactory. As Steve Holland, governing Governor at HMP Dorchester says: "Prison Dialogue has been hugely influential in shaping and supporting this cultural change." (Prison Dialogue Impact Report, Steve Holland, Governor HMP Dorchester, June 2006.) The prison turnaround story is being written up by Sarah Hill and will be available later this year.

The intervention has moved to the next phase with the introduction of Threshold Prison and Community Dialogues which have been piloted this year with a targeted group of Prolific and High Repeat Offenders, prison staff, community agencies and members of the public. Independent research and evaluation is being undertaken by Professor Karen Ross from Coventry University to be available Nov'06.

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We are exploring with stakeholders, including prisoners and the Regional Offender Manager, how to expand our impact, to more effectively link prisoners with their families, professional support agencies and community members once they are released and thereby positively impact upon their resettlement.

Vince Miller our senior project worker has fitted well into the team. He has done much to sustain our solid presence in Dorchester and built relationships with community agencies and ensured their engagement in the pilot Threshold Dialogues. The need to effectively integrate healthcare into the whole system work at Dorchester has become clear over the year and we are now separately contracted to work with the local South Dorset Primary Care Trust (PCT) and HMP Dorchester on a project *Partnership In Action* to develop their work together on the ground in the prison.

We continue with our second Prison intervention at HMYOI Portland building a case for the replicability of our whole system approach. Using our previous learning from Dorchester we were able to frame the intervention well, build good relationships and joint ownership.

The Governor Steven Twinn has stated the work of PD in a notice to all staff as follows;

*'The intervention will help HMYOI Portland to develop dialogue between all grades of staff and prisoners, and so further support the prison's development of a rehabilitative regime. This will enable us to meet some of the recommendations made by both the HM Chief Inspector of Prisons and the Race and Equality Action Group. Changes will be seen in the culture where the numerous human interactions that occur daily will be undertaken more effectively and responsibly; borne out of respect and dignity. The aim of the work is to make the prison a better place to both live and work in.'*

Resourcing pressures at the YOI and in Prison Dialogue have limited what we have been able to do. However we have maintained a steady presence through a number of away day events for managers and staff to develop their relationships and their vision.

Steven Twinn is retiring in November 2006 and we have contracted to work with him, the SMT and the new governor to support the transition of management and leadership. We are conscious of the importance of continuity and sustainability for the effectiveness of any change. Prison staff turnover has negatively affected PD in the past when we have lost key sponsors of our work. By working with the governors on this transition we intend to work positively and deliberately with the change rather than suffer it, and we will build this transition into our model for prison turn round.

We have an unprecedented opportunity to work with Department of Corrections Washington State USA (WADOC) on a one year contract concerned with large system change and leadership development. Peter Garrett our Director and Jane Ball the charity Co-ordinator will be working with the Secretary of State for the DOC (Harold Clarke) and his Extended Leadership Team, including all Washington State prison superintendents (governors) and community corrections field administrators (area probation). Peter has previously worked with Harold Clarke when he was Director of the DOC in Nebraska and the opportunity has come from this continuing relationship.

This is a huge step for the charity and a great opportunity to show effectiveness in large whole system change, apply what we have learned so far in our smaller projects in England, and have a story of working from the State Secretary through all levels to include prisoners, which should help significantly support our case to contract with NOMS in this country. Prison Dialogue is now registered to trade in the State of Washington.

On funding the Tudor Trust has committed a further two years funding to cover the salary and expenses of the Project Director to April 2008. Mulberry Trust and Dialogue Associates continue covering core operational costs. HMP Dorchester and HMYOI Portland cover some local office and

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admin costs, travel and subsistence expenses. The healthcare work is being jointly funded by PCT and Dorchester and this type of project funding from the institutions we engage with is an area we hope to develop. Looking ahead to 2007, we have reapplied to the Network for Social Change and Awards for All and will seek out new funding streams to reflect PD's new youth and race-related work at HMYOI Portland. We will continue to work with the Dorset LCJB agencies to explore seconding their practitioners to work with PD. We are establishing contact with the prison and probation commissioners for NOMs South West and a good relationship is building with SW Regional Offender Manager, Kevin Lockyer, who has attended and is committed to attend threshold dialogue. We are presently putting together an application to ROMs to develop this work. The charity is now VAT registered for the first time.

We are grateful for the voluntary contributions to Prison Dialogue. Dialogue Associates continue to contribute to the tune of £35,000 through the unpaid time of Peter Garrett, our Director, and Jane Ball, Co-ordinator, Sam Dean as account manager and Kirsty Edmonds with admin support. This includes development opportunities for Prison Dialogue staff and staff from partner prisons. Terry Morgan has begun to volunteer regularly at the Threshold Dialogues and helps our thinking at bi-monthly review meetings. Lynda Calter continues to provide external supervision for Vince Miller. Our steady group of members continue to support us from near and far.

Sadly Sarah Hill our Project Director at Dorchester and Portland is leaving the organisation in October, over the past 4 years she has been hugely dedicated and important to our successes there. Beyond what she has achieved on the ground, her reports of the work are a real resource for the charity not only telling the story, but inspiring funders to support the work; she is presently writing up the Dorchester turnaround story which will be available in November. We wish her every success for the future and look forward to her continued involvement as a member.

Steve Holland's words as governor of Dorchester eloquently demonstrate her value:

PD has proved to be extremely pragmatic and resilient in working in that environment. Their presence is fully accepted in the prison and as a consequence Sarah and her team have achieved more than I would have thought possible'.

We are recruiting for a full time Project Manager and will be focussing on staffing issues over the coming months as we need to build our capacity to respond to the potential of our situation in 2006 and beyond.

In conclusion much has been achieved and the charity continues to react creatively to whatever opportunities or obstacles are presented. We take this opportunity to highlight the sheer dedication and patience with which Peter Garrett, Jane Ball, Sarah Hill and Vince Miller have sustained and encouraged the managers and staff of the two prisons in their efforts to create decent and genuinely resettlement-focussed regimes as well as building relationships regionally, nationally and internationally.

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**TRUSTEES' RESPONSIBILITIES**

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity at the end of the year and of the incoming and outgoing resources for the year then ended.

In preparing those financial statements, the trustees are required to select suitable accounting policies and then apply them consistently, making judgements and estimates that are reasonable and prudent. The trustees must also prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue its activities.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 1985. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**SMALL COMPANY PROVISIONS**

This report has been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 1985.

Signed on behalf of the trustees

J Ball  
Secretary

Approved by the trustees on .....