



STRATEGIC PLAN 2020 – 2025

THE ZAHID MUBAREK TRUST:

A LEGACY FOR CHANGE: ADVOCATING FOR JUSTICE

Introduction

This five-year Strategic Plan represents the Zahid Mubarek Trust's priorities for 2020 - 2025. It provides a realistic analysis of the operating context together with an assessment of the organisation's strengths, challenges and opportunities that may materialise along the journey.

Together with key stakeholders, the program of work builds upon the Trust's successful approach as proven in the previous years and is refined by providing more focussed approach to further benefit prisoners, prison leavers and their families. In short, the Trust has retained and improved what works and disregarded its inefficiencies whilst being mindful of adaptability to a dynamic landscape. Therefore, the Trust will move forward with the following principles which include:

“Pulling back the curtain on justice and fairness as experienced by prisoners and their families”

To maintain a focus on justice and fairness to achieve legitimacy, order and a rehabilitative culture across the prison system.

To retain an independent, balanced and credible voice across all stakeholder interventions.

To deliver evidenced and measurable outcomes in policy and groundwork.

To focus on sustainability, capacity and future development of the Trust.

In delivering the detailed program, the ZMT will endeavour to achieve success in partnership with relevant organisations and networks. The ZMTs Board of Trustees is supported by experienced and committed staff will ensure ongoing evaluation and reflection of its operation.

Vision, Mission and Values

Treating prisoners fairly, equally and by creating humane conditions in prisons will improve rehabilitation outcomes.

Nineteen-year-old Zahid Mubarek was murdered by his racist cellmate on the morning of his release from Feltham Young Offenders Institution in March 2000.

The Trust was founded by his family as a legacy to Zahid to ensure that lessons are learnt from his death. The ZMT is an independent charity which advocates for justice and fairness across the prison system. It achieves this by delivering specialised grassroots initiatives and through its evidence led policy development work.

ZMT's **vision** is of a system that is just, fair and which provides equal opportunities to prisoners for rehabilitation and social inclusion.

ZMT's **mission** is to ensure that policy and practice across the prison system reflect and deliver just, fair and humane principles.

ZMT's **values**

- Independence from Statutory bodies by accessing alternative financial support.
- Commitment to delivering impactful campaigning and advocacy within a challenging context.
- Constructiveness through developing evidence and data driven initiatives
- Authenticity through maintaining focus on the target group
- Integrity in governance and financial accountability.

Background Story



Nineteen-year-old Zahid Mubarek was serving a ninety-day sentence at Feltham Young Offenders Institution for shoplifting £6 worth of goods. On the morning of his release, Zahid was brutally attacked by his cellmate who had a long history of racism, violence and mental health problems spanning nine years within the prison system.

In order to obtain answers relating to Zahid's death, the family pursued a number of legal processes and challenges against the prison service which would eventually take them to the House of Lords where five law lords rejected the Home Secretary's appeal and upheld the family's quest for a Public Inquiry.

Led by Justice Brian Keith, the exhaustive Inquiry produced a report in 2006 detailing 186 failures across eleven different establishments which could have saved Zahid's life. The Inquiry report also made 88 recommendations covering areas of: risk assessment of mentally ill prisoners, cell sharing, staff training and Information sharing including disclosure of psychiatric reports by courts to prisons.

"I fear that, as with too many of my recommendations, those compiled by Mr Justice Keith will not be implemented. To allow that would be to dishonour not just Zahid Mubarek's memory, but the dignity and courage of his family. It would also confirm my contention that the Government and the Prison Service stand indicted of not having done all that they could have done to prevent such a dreadful event happening again."

Lord David Ramsbotham

The landmark report represented a new beginning for the Mubarek family who were still concerned that the Inquiry's wider concerns were not being addressed meaningfully despite reassurances from the authorities.

With this in mind, the family galvanised its efforts for reform by formally establishing the Zahid Mubarek Trust in 2009.

Aims and Objectives

The Trust made a strategic decision to galvanise its current and future work under the newly developed ***Advocacy for Justice Programme*** which strengthens and unifies its approach based on initiatives which have been most effective in creating and sustaining change.

Aims:

“Improvements to the way BAME and protected characteristic prisoners are dealt with are important factors in securing much needed improvements to safety and order in prisons. The ZMT have several years of successful experience of doing this work in a group of complex and high-profile prisons.”

Phil Wheatley CBE

Director-General of Prison Service
(2003 – 2010)

reform.

To ensure that fairness and justice are embedded within the prison system.

To ensure that Black, Asian and minority ethnic prisoners experience fair and equitable treatment leading to effective rehabilitation outcomes.

Objectives:

To advocate for and contribute to the systemic change at local and national level.

To encourage accountability and transparency around fair and equitable treatment of and outcomes for minority prisoners.

To support positive engagement with minority prisoners and prison leavers affected by injustice and inequality.

To contribute to a healthy, problem-solving and empathetic debate on prison

Operating Context

Some of the areas highlighted in this section of the Strategic Plan are based on the analysis of recent developments across the criminal justice system as well as the wider political and social contexts.

The frequent policy and personnel changes at the Ministry of Justice and HMPPS require organisations such as the ZMT to maintain a flexible and responsive approach. The changing environment means that securing introductory meetings with new ministers and policy leads in a timely manner can be challenging. Despite this, the ZMT has maintained excellent links with HMPPS and Ministry of Justice staff which allows the Trust to operate and maintain its core focus on ensuring equality and fairness across prisons.

The judges praised the ZMT for 'establishing an authentic voice in an area where such indifference and marginalisation are faced'.

Award for Outstanding Organisation of the Year CJA 2018

The continuing impact of austerity and budgetary cuts has had a profoundly negative effect not only on prison conditions but also on the work of independent organisations serving prisons who have over the last decade faced financial difficulties which poses a risk of bankruptcy or loss of independence.

Small charities are also faced with growing competition for funding, a process which requires demonstration of impact and outcomes. As a specialised advocacy and campaigning organisation, the ZMT is required to maintain its financial independence in order to maintain its credibility amongst its target group; this poses constant uncertainty in securing independent funds for its core projects especially when fewer funders are supporting policy work for justice and systemic change.

SWOT Analysis

Developing a way forward requires identifying and accepting the potential for challenges ahead whilst being realistic about how to meet those challenges. The following swot analysis outlines the operational landscape in which the Trust operates.

STRENGTHS

Household name / nearly 20 years of experience.

Specialised focus / niche work.

Developed working relationships with stakeholders.

Committed and experienced personnel.

Policy work is supported by ground work.

WEAKNESSES

Organisational capacity

Public profile / visibility outside CJS.

Lack of funding for advocacy and campaigning work

OPPORTUNITIES

The Lammy review and the government's commitment to it.

Relevance of the ZMT's work.

Widening a network of influence.

ZMT's Involvement in high profile advisory groups (the RR3, the Lammy Panel, etc.)

THREATS

Cabinet reshuffle / ministerial changes /Brexit.

Unable to secure enough funding leading to lack of operational staff;

Negative political/ public attitude towards prisons and prisoners;