



Greetings All!

Welcome to the first edition of the EPEA activity report. This is a new initiative of the steering committee that from now on will to showcase the activities and projects in which we are participating. The activity report will link EPEA work and activities on a long term basis and as such I think it will become a permanent fixture in our organization.

Our team is subject to periodic changes because of the volunteer nature of EPEA. When that happens, the activity report will ensure the continuity of a common data and isolate work from any changes. The report also helps visualizing the long term strategies and goals, like the ones we set for a decade two years ago as a strategic vision.

To structure this activity report, we have looked at our activities, projects and meetings, to then connect them to our strategic goals. We want to work proactively towards initiatives that stay in place while growing and we want the activity report to showcase them permanently.

I also want to use this first activity report to recap and appreciate the efforts of everyone who has invited our organization to the multiple activities in which you have participated. We rely on all you members sharing information about projects, policies and developments. Only with your help can we reach out to our members. This is why I am thanking everyone both on my behalf and of the steering committee's.

Annet Bakker,
Chair.

Almost 25 years of EPEA

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1. Introducing the Steering Committee 2016-2017.



Cecilie Høisæter
Norway
Secretary



Annet Bakker
The Netherlands
Chair



Nyggi Aggernæs
Denmark
Treasurer



Per Thrane
Denmark
RR Northern Region



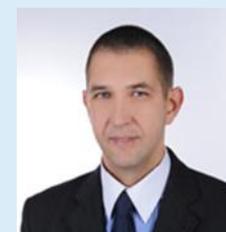
Ioannis Papadimitriou
Greece
RR Southern Region



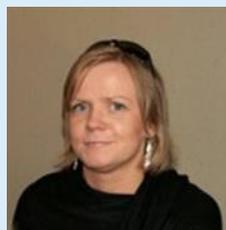
Ioana Morar
Romania
RR Eastern Region



Nina Champion
United Kingdom
RR Westrn Region



Hubert Skrzynski
Poland
RR Central Region



Deirdre Brennan
Eire
Webmaster and Advisor
for Communication



Paul Talbot
Austria
Project Officer

2. Our Activities: Promoting Education in Prison

PEP 3-PEP 6. *Where:* Belgium, Brussels. *When:* 17-9-2015. *Who:* Annet Bakker, Chair. *What:* EU Literacy Week Closing Event. During the ELINET International Literacy Week, the European events found their festive closing in Brussels, and a wealth of prizes for best projects and best learners were handed out. EPEA was invited to introduce a focus on prisons, where we find a disproportionately large group of people with low literacy skills. The event was supported by, amongst others, the Dutch Princess Laurentien, who is the Dutch literacy ambassador.

PEP 4-PEP 6. *Where:* Trier, Germany. *When:* 15-10-2015. *Who:* Annet Bakker, Chair. *What:* ERA Seminar on Detention Conditions. This was the final seminar in a series co-funded by the European Commission and focused on the EU's Green Paper on detention and the ongoing debate and developments surrounding it. The key topics were the EU Green Paper on the application of EU criminal justice legislation in the field of detention, the effective national supervision of detention conditions and the good practices in prison management. EPEA was invited to contribute with a lecture on the value of prison education in deten-

tion conditions.

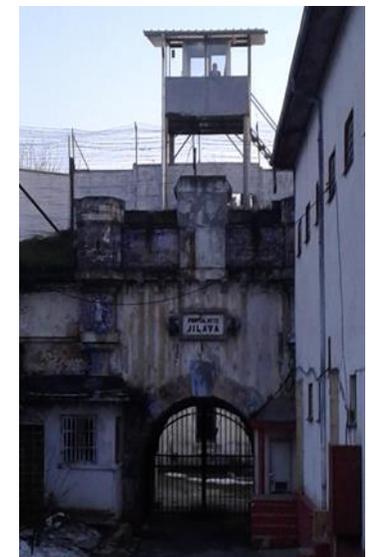
PEP 4-PEP 6. *Where:* Strasbourg, France. *When:* 22-6-2016. *Who:* Annet Bakker, Chair. *What:* ERA-Alternatives to Detention, session 1. This was a joint effort with Ioana Morar, visiting this interesting learning platform we met with ombudsmen and representatives of the Commission for Prevention of Torture in prisons and discussed the inclusion of prison education in their scope.

PEP 6. *Where:* Bucharest, Romania. *When:* 23-2-2017. *Who:* Annet Bakker, Chair. *What:* ERA-Alternatives to Detention, session 4. EPEA attended the last event in the series, with a further introduction to a new audience as it happened in Strasbourg. We also had a positive meeting with teachers and a prison visit.

PEP 6. *Where:* Regional Scope. *When:* 2016-2017. *Who:* Hubert Skrzynski, Central Region. *What:* Various activities. The Central Regional Representative has been involved in many activities destined to promote, create awareness and disseminate EPEA and its core values. This also includes writing articles, applications within Erasmus+ pro-



Trier, Germany



Princess Laurentien



2. Our Activities: Promoting Education in Prison

gramme, and other activities in Poland and made initial contacts in Germany. The Central Region also prepared two EPEA newsletters and wrote applications within two Erasmus+ programmes where EPA was a central part.

PEP 6. *Where:* Poland. *When:* 09-2016. *Who:* Hubert Skrzynski, Central Region. *What:* EPEA presentation. During an in service training in the Polish Prison Service Bureau, we presented EPEA to the assistant public. We showed what EPEA was and could do, its activities and programmes, with an emphasis on the importance of prison education for the wellbeing of the system.

PEP 6-DGO 1. *Where:* Poland. *When:* 10-2017. *Who:* Hubert Skrzynski, Central Region. *What:* Expert seminar participation. We were invited by the Foundation for the Development of the Education System as the experts on pris-

on education. I will advise on how to include prison education in a new initiative called "A Role Model".

PEP 6-DGO 1. *Where:* Strasbourg, France. *When:* 11-2016. *Who:* Per Thrane, Northern Region. *What:* Speeches. Gave speeches at the World Forum for Democracy addressing issues concerning Internet and prison education.

PEP 6-DGO 1. *Where:* Nicosia, Cyprus. *When:* 5-2017. *Who:* Per Thrane, Northern Region. *What:* EuroPris attendance. Attended as a representative the EuroPris Management Education Expert Group, representing EPEA as a prison education expert, also as part of the workgroup that conducted the preparatory work for the EG.

PEP 6. *Where:* Berlin, Germany. *When:* 7-11-2017. *Who:* Per Thrane, Northern Region. *What:* Keynote. Keynote at

All prisoners shall have access to ...

Denmark



Strasbourg, France



2. Our Activities: Promoting Education in Prison

the conference “Digitaler Wandel in Justizvollzug” on challenges for prison schools and the digital world.

PEP 6-DGO 1. *Where:* Romania. *When:* 2016-2017. *Who:* Ioana Morar, Eastern Region. *What:* Activities attended as a regional representative. They include the 2016 ICPA conference in Bucharest and the EuroPris working meeting in Cyprus, 2017, attending as a member of the working group.

PEP 6-PVM 7. *Where:* Romania. *When:* 2016-2017. *Who:* Ioana Morar, Eastern Region. *What:* Implementation of a unitary system through the development on systemic decision on several issues for the Romanian National Administration of Penitentiaries. The issues range between the establishment of a therapeutic centre for women in the Gherla Prison to developing a standard tool to assess prison activities, developing a credit system to reward participation in educational activities.

PEP 3 *Where:* Romania. *When:* 2016-2017. *Who:* Ioana Morar, Eastern Region. *What:* Creation of new informative

guides for prisoners. The guides inform the newly admitted detainees admitted in educational and detention centres.

PEP 6. *Where:* Romania. *When:* 2016-2017. *Who:* Ioana Morar, Eastern Region. *What:* “Offer” programmes. The programmes involve 54 projects in prisons throughout Romania. It includes education programmes and are passed through a continuous development. They are intended for illiterate, young, elderly, relapsing and aggressive inmates. Also include arts, sport and literature competitions and several cultural projects aiming to improve perception on prison environment.

PEP 5. *Where:* Europe. *When:* 2016. *Who:* Paul Talbot, Project Office. *What:* Project proposal to promote teaching in prison as a professional identity and viable career path. The project focused on the creation of a professional development programme for prison teachers. It scored over 90% but only reached the reserve list. The project is still very relevant and can be taken on by any EPEA member for resubmission in the future.

Beveren, Belgium



Oulu, Finland



“Voice From Behind The Bars” Project

3. Our Activities: Providing Value for Members

PVM 9. *Where:* Europe. *When :* 2017. *Who:* Steering Committee. *What:* Biennial Report. First publication of our EPEA Biennial Activity Report.

PVM 7. *Where:* Europe. *When:* 2016 *Who:* Steering Committee. *What:* IDEP Contest. This contest rewards initiatives by members to promote IDEP and connect activities on advocacy Prison Education in their network. The winner for 2016 is James King from Scotland, and he has been invited to be part of our Biennial Conference in Vienna.

PVM 5. *Where:* Rome, Italy. *When :* 10-1-2016. *Who:* Annet Bakker, Chair. *What:* Article on Innovative Learning Models for Prisoners. This is a very important Italian publication and we were honored to be asked to deliver an article on Prison Education that was published and can be read at http://www.fupress.com/archivio/pdf/3112_8843.pdf.

PVM 1-PVM 5. *Where:* Mechelen, Belgium. *When :* 26-1-2016. *Who:* Annet Bakker, Chair. *What:* Kickoff of the FORINER project. EPEA is part of the advisory board of this project together with many other renowned experts.

Foreign nationals have been a neglected group in our prisons for too long, and FORINER aims to help by forming a network of educational providers from their home countries. This together with a strategy for the continuation of the education programme by the prisoner in his home country if transferred from the backbone of the project.

PVM 10. *Where:* Naples, Italy *When :* 4-4-2016. *Who:* Annet Bakker, Chair. *What:* Erasmus+ National Agency Seminar on prison education (ISFOL/INDIRE). This was a big meeting, with 200 Italian prison education teachers present. The event was held with the help of the Erasmus+ Italian Agency and it was a great moment to meet other colleagues that are not actively involved in EPEA.

PVM 10. *Where:* London, United Kingdom *When :* 8-7-2016. *Who:* Annet Bakker, Chair. *What:* CECJS Conference on Prison Education. The theme of the conference was "Inspirational and Engaging for All. We introduced EPEA to the British audience, gathered knowledge of their activities and while promoting our own. We visited two ground projects in HMP Brixton, the National Prison Radio Service and the HMP Brixton Clink Restaurant.

Learn For Life Logo



HMP Brixton, London

Education in prison shall aim to ...

3. Our Activities: Providing Value for Members

PVM 7-DGO 8. *Where:* Breda, The Netherlands *When :* 8-9-2016. *Who:* Annet Bakker, Chair. *What:* Learn For Life Literacy Week. We nominated the prison organization “Education Behind Foreign Bars”, and it won the first prize as the best international project. This brings prison education to a wider audience.

PVM 6. *Where:* Eindhoven, The Netherlands *When :* 25-9-2016. *Who:* Annet Bakker, Chair. *What:* FORINER project meeting. Together with Paul Talbot, we continued the work in this key project.

PVM 10. *Where:* Gomel, Belarus *When :* 15-11-2016. *Who:* Annet Bakker, Chair. *What:* “Education Opens Doors” conference. In this conference organized by the DvV, EPEA had a big presence while exchanging experiences and policies in this international Eastern European event.

PVM 10. *Where:* Rotterdam, The Netherlands *When :* 6-3-2017. *Who:* Annet Bakker, Chair. *What:* Keynote on EPEA. During the Dutch Branch consortium meeting we gave the keynote speech. We developed formation on the prison education consortium, aligning interest and bringing together Dutch prison education stakeholders. The branch

was one of the few to have successfully applied for EU mobility funding.

PVM 6. *Where:* Poland. *When :* 11-2016. *Who:* Hubert Skrzynski, Central Region. *What:* “Voice From Behind the Bars” National Project. The aim of this project was to show youth that a wrong choice in their lives may lead to disastrous consequences. We visited 8 schools and 700 students took part, with inmates participating as speakers.

PVM 10-DGO 1. *Where:* Scotland. *When :* 2016. *Who:* Nina Champion, Western Region. *What:* Several projects including the launch of an education strategy. Visit hosted by EPEA member James King to attend the launch of Scottish education strategy at HMP Schotts. Visit to HMPYOI Polmont. Resource and ideas interchange with various Scottish projects.

PVM 6. *Where:* Brussels, Belgium. *When :* 2017. *Who:* Nina Champion, Western Region. *What:* Various activities. This include a one day event at Universite Libres with Klasbak, the Flemish branch of EPEA and others. It also includes discussing prison university partnerships, FORINER project and a visit to Beveren prison. Successfully

Gomel, Belarus



“Voice From Behind The Bars” Project

Rotterdam, The Netherlands



3. Our Activities: Providing Value for Members

submitted an Erasmus+ project on "prisoner participation and learner voice" to start December 2018.

PVM 1. *Where:* London, UK. *When :* 2017. *Who:* Nina Champion, Western Region. *What:* Hosted visit by the chair of EPEA Netherlands, Veronique Aicha. Included visit to HMP Lowdham Grange for a prison university partnership graduation event and an academic symposium on prison education.

PVM 5. *Where:* Denmark, Poland and USA.. *When:* 2017. *Who:* Nina Champion, Western Region. *What:* Visiting international prison university partnerships as part of a Winston Churchill Memorial Trust Fellowship. Findings to be presented at EPEA conference in Vienna and in a report to be published in 2018. Findings to be used to support the establishment of EPEA special interest group (SIG) on prison university partnerships.

PVM 7. *Where:* Europe Digital. *When :* 2016-2017. *Who:* Ioannis Papadimitriou, Southern Region. *What:* Promotion of success stories in our newsletter. We have promoted several success stories that have to do with prison education. These include "The Colours of Life" course, an agreement with Rome's Regina Coeli's prison, Skills For Free-

dom project, Women's Prison in Albania, UNED Summer course in Granada, the Portuguese prison approaches to Pagan Festivities in PE, and a new approach for social inclusion in Macedonia.

PVM 6. *Where:* Oulu, Finland. *When:* 2016. *Who:* Paul Talbot, Project Office. *What:* Erasmus+ National Agency presentation and workshop. This was a workshop on sustainability and mainstreaming in projects, meeting representatives of many EU countries, with lots of new faces in attendance.

PVM 6. *Where:* Europe Global. *When:* 2016-2017. *Who:* Paul Talbot, Project Office. *What:* EIGEP AND FORINER advisory role and evaluation of project progress. The work on both EIGEP and FORINER have both incorporated the Council of Europe's recommendations and to assess the ongoing contribution to achieve its objectives.

PVM 2. *Where:* Worldwide Global. *When:* 2016-2017. *Who:* Paul Talbot, Project Office. *What:* EPEA social media awareness initiatives. We have raised our social media following and awareness internationally, almost quadrupling our followers. Our activities have now a much wider reach, well beyond the European area of influence.



Every effort shall be made to encourage ...

4. Our Activities: Developing and Growing as an Organisation

DGO 2-PEP 6. *Where:* Europe Digital Domain. *When:* 25 to 31 1 2016, EPALE. *Who:* Steering Committee. *What:* Online Prison Education Focus Week. We have actively participated and promoted a focus week on PE because we think it is an important step towards fusion of our ideas on adult education platforms.

DGO General. *Where:* Prague, Czech Republic. *When:* 11-11-2015. *Who:* Steering Committee. *What:* Steering Committee Meeting. This was the first meeting with a practically new steering committee after our Antwerp Conference. We focused on evaluating the conference, developing EPEI and establishing an agenda for all of 2016's activities.

DGO General. *Where:* Athens, Greece. *When:* 29-3-2016. *Who:* Steering Committee. *What:* Steering Committee Meeting. This meeting was almost altogether focused on our own organization. We had to further define our activities and improve our transferability of our work as steering committee members.

DGO General. *Where:* Plock, Poland. *When:* 18-12-2016.

Who: Steering Committee. *What:* Steering Committee Meeting. On this meeting we started to focus on the preparation of the 2017 Biennial Conference, but we also developed further our organization and evaluated the state of many of the activities in progress.

DGO General. *Where:* Vienna, Austria. *When:* 29-3-2017. *Who:* Steering Committee. *What:* Steering Committee Meeting. On this meeting EPEI was finally given closure, we also deepened in the Biennial Conference preparations, electing workshops, designating panels etc.

DGO 1. *Where:* Strasbourg, France. *When:* 27-1-2016. *Who:* Annet Bakker, Chair. *What:* Conference of INGO's in the Council of Europe. We participated as EPEA in the conference of INGO advocacy on the prison education group. Other groups are human rights and gender equality.

DGO 1. *Where:* Zandaam, The Netherlands. *When:* 6-6-2016. *Who:* Annet Bakker, Chair. *What:* Europris AGM participation. By attending this conference we had a

Steering Committee Meeting, Prague.



Plock, Poland



4. Our Activities: Developing and Growing as an Organisation

chance as EPEA to bring prison education to the spotlight. A lot of work was also done shortlisting the countries that would support our future conferences.

DGO 1. Where: Brussels, Belgium. When: 28-6-2016.

Who: Annet Bakker, Chair. What: EAEA AGM. EPEA participated actively in this adult education network fighting to include prison education in their activity areas. They do important policy advice regarding adult education towards the European Union and the European Commission. In which EPEA contributes to include the specific prison environment.

DGO 1-DGO 6. Where: Lillestrom, Norway. When: 18-6-2017. Who: Annet Bakker, Chair. What: EuroPris AGM participation. EPEA had the same objectives and framework as that in the prior meeting, so we consolidated the relationships and made more contacts aware of the EPEA brand. We also met with the FOKO branch colleagues and visited the Ullersmo prison.

DGO 8. Where: Camberra, Australia. When: 2-10-2017.

Who: Annet Bakker, Chair. What: "The Bridge to Transformation" prison education conference. EPEA gave a keynote speech and participated in a panel. We also discussed and cemented an idea exchange path between Australia, the US and Europe, looking at commonalities between the three areas and concrete plans to combine strategies, i.e. in IDEP and SIG's.

DGO 8. Where: Poland. When: Spring 2017. Who: Hubert Skrzynski, Central Region. What: Contacts with the Polish Prison Service Educational Centre. Building interest in EPEA's activities hopefully leading to new member enrollment and future cooperation. Because there are only a few members in the region and they are not fully organized internationally, there is still a lot of work to do. We hope that the Vienna meeting can jumpstart this situation and bring us to other regions' level of activities.

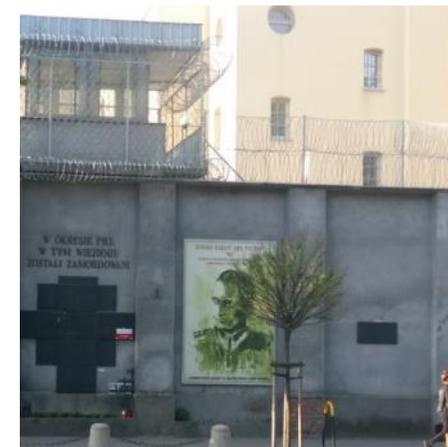
DGO 8. Where: Portlaoise, Eire. When: 2016. Who: Nina Champion, Western Region. What: Keynote speech at the Irish Prison Association Conference (EPEA branch) . During my visit to the Midlands Prison, in Portlaoise I gave a

Prisoners should have direct access to ...

Lillestrom, Norway



Poland



4. Our Activities: Developing and Growing as an Organisation

keynote speech on a theory of change for prison education. We also made some visits to the education unit in the Midlands prison.

DGO 2. *Where:* Cardiff, Wales. *When:* 2016. *Who:* Nina Champion, Western Region. *What:* Prisoner Learning Alliance (PLA) Conference and Awards 2016. The Awards were presented by Shadow Prisons Minister.

DGO 2. *Where:* Leicester, England. *When:* 2017. *Who:* Nina Champion, Western Region. *What:* Prisoner Learning Alliance (PLA) Conference and Awards 2017. From January 2018, the membership of the PLA will include EPEA membership after reviewing our terms of reference and membership structure.

DGO 3. *Where:* Various countries. *When:* 2015-2017. *Who:* Ioannis Papadimitriou, Southern Region. *What:* Various connections and contacts with Southern member countries. The countries are Portugal, Spain, Greece, Italy and Malta, hoping to continue building relationships by sending newsletters, magazines and keeping an open channel.

DGO 11. *Where:* Florence, Italy. *When:* 2017. *Who:* Ioannis Papadimitriou, Southern Region. *What:* Erasmus+ Festival of Europe. There were 52 EPEA Ambassadors,

During the festival, I acted as part of the team of Italian ambassadors. The Italian EPEA representative had all the support from EPEA in setting up an Italian branch of the organization. Many initiatives started.

DGO 1-DGO 8. *Where:* Greece. *When:* 2016-2017. *Who:* Ioannis Papadimitriou, Southern Region. *What:* Collaborations with other entities. Different projects, like an ESN workshop “Young Offenders in Europe” and “Creativity Behind Bars” where the Greek Parliament was opened for the students of the school that operates within the Avalonas Prison for Young Offenders.

DGO 1. *Where:* Volos and Athens, Greece. *When:* 2016-2017. *Who:* Ioannis Papadimitriou, Southern Region. *What:* Conferences. They include "Raising Awareness in the Education of Young Offenders", a conference in Volos and a PE speech by EPEA member Thomas Wurtlich in the Ministry of Justice attended by many EPEA Hellas members.

DGO 1. *Where:* Europe Digital. *When:* 2016-2017. *Who:* Per Thrane, Northern Region. *What:* Webinar Organization. Organized three major webinars for EPEA in the frame of the Council of Europe task force education.

Conference in Volos,



Festival of Europe



4. Our Activities: Developing and Growing as an Organisation

DGO 3. *Where:* Northern Region. *When:* 2016-2017. *Who:* Per Thrane, Northern Region. *What:* Coordination.. As a member of the Nordic ICT Group, we coordinated and worked on all the EPEA issues at a regional level.

DGO 3. *Where:* Europe Digital. *When:* 2016-2017. *Who:* Per Thrane, Northern Region. *What:* Digital Communications Coordinator tasks. They include creating, maintaining and coordinating the digital communication strategy via FB and twitter with our exclusive channels.

DGO 1. *Where:* Strasbourg, France. *When:* 2016-2017. *Who:* Per Thrane, Northern Region. *What:* Chairmanship of International Workgroup of Influence of Internet on Education. Organizing and chairing session on the Council of Europe Biannual meetings.

DGO 6. *Where:* Moldova. *When:* 2016-2017. *Who:* Ioana Morar, Eastern Region. *What:* Regional meetings. 2 meetings with EPEA Moldovan members. We have 8 new members there since 2016.

DGO 6. *Where:* Cyprus. *When:* 2017. *Who:* Ioana Morar, Eastern Region. *What:* New membership. Sharing info about EPEA resulted in a new Georgian member.

DGO 12. *Where:* UK, global scope. *When:* 2016-2017. *Who:* Paul Talbot, Project Office. *What:* Setup of an alternate Limited Company. The EPEA set up an alternate lim-

ited company in the UK to enable it to take a more active role in EU projects and to pursue the development of tools and approaches through them. Due the political uncertainty it was decided to rescind this strategic move and to instead strengthen its role as an external evaluator and consultant.

DGO 1. *Where:* Vienna, Austria. *When:* 2017. *Who:* Paul Talbot, Project Office. *What:* Conference preparations and streamlining. Work was made engaging the local stakeholders from the Austrian criminal justice sector, that may pave the way to future cooperation in many issues.

DGO 3. *Where:* Europe Global. *When:* 2017. *Who:* Paul Talbot, Project Office. *What:* Purchase of an Online Webinar Suite for exclusive EPEA use. With this tool we can host EPEA topic relevant webinars, including providing information on specific activities and projects as well as on developments at all levels.

DGO 12. *Where:* Vienna, Austria. *When:* 2017. *Who:* Paul Talbot, Project Office. *What:* Rebranding of the Vienna Biennial conference due to KA1 funding. The purpose and role of the Vienna EPEA conference has been forced to change and rebrand itself like a training activity to capitalize on the KA1 funding opportunities.

Strasbourg, France



Steering Committee, Vienna



Education should have no less status than...

5. PEP, PVM and DGO Summary

We have classified all our activities in three basic groups according to the Vision 2025 report (http://www.epea.org/wp-content/uploads/Vision-2025_November-2015_Approved.pdf). This way we will focus our activity report in relation to Vision 2025 in a correct manner and position our initiatives accordingly. The three groups are: **Promoting Education in Prison (PEP)**, **Providing Value for Members (PVM)** and **Developing and Growing as an Organization (DGO)**. This is a short description of each of the groups and its subgroups:

Promoting Education in Prison (PEP Strategy).

EPEA can make global contributions to promoting and improving education in prison through (1) the creation and dissemination of knowledge and policy recommendations, and (2) through advocating for and promoting education in prison to a wide-as-possible audience.

Strategic Objective PEP 1

EPEA should strengthen its involvement in research. EPEA should better determine the grassroots research needs, and put itself in a position to issue scholarships to doctoral students and post-doctoral researchers who wish to research topics of relevance to the EPEA and its members.

Strategic Objective PEP 2

EPEA should work to turn research into targeted and evidence-based recommendations.

Strategic Objective PEP 3

EPEA should continue to take every available opportunity to promote the Council of Europe Recommendations R(89)12 through its other activities.

Strategic Objective PEP 4

EPEA should engage systematically at a Euro-

pean parliamentary level, and implement appropriate advocacy strategies to garner support for updating R(89)12 in light of changes in the educational landscape.

Strategic Objective PEP 5

EPEA should find ways to promote teaching in prison as a viable career choice for prospective and newly-qualified teachers.

Strategic Objective PEP 6

EPEA should do more to enhance the profile of prison education internationally, so that more people know about it, and are aware of its wider benefits.

Providing Value for Members (PVM Strategy)

This section looks at the organisational context of the EPEA, in terms of the context and challenges of running a European Members' NGO, and how the EPEA can best achieve its mandate and objectives as an organisation for prison educators.

Strategic Objective PVM 1

EPEA needs to provide easily-understandable and accessible summaries of the latest research outputs that can inform the thinking of EPEA members and provide solid factual foundations for up-to-date policy reports to form the basis of advocacy work and internal strategic thinking.

Strategic Objective PVM 2

EPEA needs to provide easily-understandable and accessible information on current news, opinion, policy and developments concerning education in prison in Europe and internationally, in a frequent and attractive format.

Strategic Objective PVM 3

EPEA needs to compile a catalogue of training courses in different areas that can be offered to EPEA members. These courses can be de-

5. PEP, PVM and DGO Summary

veloped on the back of EU-project results in the last years, or on research outcomes and policy developments. EPEA needs to strengthen its relationship with employers to develop a clear and systematic approach to creating European Development Plans, and support employers in identifying training needs, obtaining funding, and validating learning outcomes.

Strategic Objective PVM 4

EPEA should seek to give members more of a voice to express their needs and concerns relating to the practice of education in prison. EPEA can use knowledge from members to determine what knowledge and solutions are required, and help to form the EPEA's operational objectives on a rolling basis.

Strategic Objective PVM 5

EPEA should involve its members in research activities, and actively encourage their participation and contribution to research agendas and outcomes.

Strategic Objective PVM 6

EPEA should be involved in EU projects. It should also have systems in place for developing project ideas with its members, so that projects can be used to achieve realistic and valuable objectives in the sector.

Advocacy on behalf of members.

EPEA should advocate for a collective identity for its members as educators in prison, strengthening the professional identity and solidarity of those

working in this field. EPEA should encourage positive recognition of those who teach in prison, not only within the organisation, but externally in the public sphere, and make known the work that is done by these remarkable people.

Strategic Objective PVM 7

EPEA should find more ways of recognising and celebrating the work done and success achieved both by prison educators and learners in prison.

Strategic Objective PVM 8

EPEA should be prepared to investigate and support the grievances of individual members concerning institutional practices contrary to the recommendations R(89)12 by lobbying decision makers where individuals make 'bad practice' known to the EPEA.

Strategic Objective PVM 9

EPEA should report to its members on its advocacy activities on an annual basis.

Networking, solidarity and best-practice sharing.

EPEA members want to be able to take advantage of networking opportunities.

Strategic Objective PVM 10

EPEA should ensure that maximum networking, solidarity and best-practice sharing is achieved as a result of all of its activities.

Developing and Growing as an Organisation (DGO Strategy)

This section describes the financial and capacity-based context of EPEA, and how this can best be strengthened to help the EPEA achieve its mandate and objectives.

Working in European Policy Frameworks

EPEA could (and should) be a progressive organisation, seeking to change the status quo in terms of education in prison. However the EPEA should not disregard its strong ties to existing policy objectives within Europe.

Strategic Objective DGO 1

EPEA needs to demonstrably align its activities with those supported by EU policy by identifying links and synergies with EU policy and strengthening and highlighting the way that our activities contribute these areas.

Membership and Growth

Membership is a core foundation of the success of the organisation. The EPEA needs to determine what its membership should look like over the next 10 years – including addressing the need to attract new, young prison educators to the organisation.

Strategic Objective DGO 2

EPEA needs not only to conduct activities to promote value for members, but actively encourage members' participation in these activities, pro-

5. PEP, PVM and DGO Summary

mote the benefits of their involvement and recognise and reward positive impact from member engagement.

Strategic Objective DGO 3

EPEA needs to address its communication and interaction with members more strategically, reflecting on the likely impact that communication and interaction has on members' perception of the organisation and the value they place on the organisation. Feedback from members on communication and interaction will help to provide more information to optimise approaches and improve members' experience.

Strategic Objective DGO 4

EPEA needs to continuously strive to better understand the different segments of its membership to enable it to strategically address their different concerns.

Strategic Objective DGO 5

EPEA should focus on preventing non-renewals.

Strategic Objective DGO 6

EPEA needs to understand what members think about the organisation and its services and use this information to improve the organisation. This can be done with members and with non-renewing members.

Strategic Objective DGO 7

EPEA should have informative and attractive membership campaign brochures outlining to all relevant target groups the benefits of membership, marketing the organisation to them and encouraging them to get involved.

Strategic Objective DGO 8

EPEA needs to target different potential member

groups (including prospective and newly-qualified teachers) with differential membership campaigns, highlighting the different reasons and incentives for joining.

Strategic Objective DGO 9

EPEA can run membership drives and incentives such as trial membership, during which the organisation must be able to demonstrate real value for the member, encouraging them to continue their membership on a paid basis.

Strategic Objective DGO 10

EPEA needs to engage more systematically with the university student population, with special incentives and opportunities for students to contribute to the work of the organisation. The creation of a steering committee post for a Youth Engagement Officer would help to plan and build this support network.

Strategic Objective DGO 11

EPEA needs to promote the creation of new national branches and actively encourage and support branches in achieving the overall vision and goals of the EPEA. The creation of a steering committee post for a Branch Development Officer would help to plan and implement such a system.

Organisational Fundraising and Other Sources of Income

EPEA can seek to acquire additional funding through diverse sources, through European grants and through private and community fundraising.

Strategic Objective DGO 12

EPEA should address ways of acquiring operational

and project financial support from the European Commission and to establish the necessary structural frameworks within the organisation to facilitate this level of funding.

Strategic Objective DGO 13

EPEA needs to engage in fundraising efforts to supplement its income, helping it to achieve its goals. A fundraising officer on the steering committee would help to plan a fundraising programme at central and branch levels and can provide support to members (and university students – see DGO 10) in running EPEA fundraising activities. A clear rationale for raising funds – one which will make potential donors sympathetic to the fundraising goals of the EPEA – will be essential before engaging in such work.



6. What Lies Ahead

EPEA is looking at the future, and we think it is bright. In our journey we have become a part of new and exciting platforms that ensures not only our growth but our success as an association in the forefront of prison education. We are pursuing integration in more projects, and although our core spirit is in Europe, we are now looking into more interchange and participation in pan European activities that flourish from the meetings in which EPEA has participated all around the world.

Our branches are more important and active day by day, and we are committed to involving them as actively as possible. Shortening the physical distances is paramount and the key to this is to use all the technology tools available to us. It will help us grow, and brings a new dimension to the initiatives on prison education that we undertake. We are going to strengthen our case for e-learning, distance learning and professional networking as a part of this drive onto technology that will be a big part of our strategy for the next years.

EPEA also wants to promote more use of webinars to enable all our associates to participate in more meets and discussion. We want that everyone is an active part of the member consultations and that every voice is heard.

We also want to shine a light into the formation of our

first special interest group. This is a deep advance in the way we have been growing, and for the first time data consolidated after a project will not be lost. On the contrary, it will be kept, analysed and used by professionals in the best possible way for as long as we want to.

2018 is also a year of elections for most of us. We hope that continuity may prevail, If you plan to run for one of the offices, make sure that you check our website and newsletters. We are looking forward to receiving applications in the Spring season.

Time runs fast, and soon it will be time to prepare our new 2019 biennial. We think that we all should start thinking in possible candidate cities to host the event and we are ready to listen to tenders in that respect.

Finally, we want to remember that 2018 marks the 25th anniversary of EPEA, we want to celebrate it together and we welcome your proposals. We have come a long way, and we hope that we can tread together for an even longer way with your help, with prison education poised at the helm of our initiatives. Thank you!

The Steering Committee.



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Let's walk together.