

July 2019

RR3
Reducing Reoffending
Third Sector Advisory Group

RR3 Special Interest Group on employment support for people in contact with the criminal justice system

Introduction: policy context

There is a growing recognition in government policy of the importance of employment for the successful resettlement of people leaving custody and those serving community sentences. People with convictions face significant barriers to finding and sustaining secure employment. Only 26% of men and 8% of women have a job to go to when leaving prison.¹

In May 2018, the Ministry of Justice (MoJ) published its Education and Employment Strategy² for adult prisoners which sets out the department's approach for developing prisoners' learning and skills and improving employment outcomes after release.

The Strategy announced the launch of the New Futures Network (NFN), a national infrastructure with the purpose of engaging and persuading employers to take on ex-prisoners, with experts placed in every geographical prison group in a phased roll-out across England and Wales.

Voluntary organisations play a vital role in supporting people with convictions into employment. The services they provide range from training and education to improve employability, support through job application and recruitment processes, helping individuals to access their rights as employees, and support meeting people's wider needs to enable them to sustain employment. Many voluntary sector organisations that specialise in employment support have also formed valuable networks with employers to increase the opportunities available to people in contact with the criminal justice system (CJS). It is essential for the success of the education and employment strategy that MoJ, Her Majesty's Prison and Probation Service (HMPPS), and NFN engage the voluntary sector and recognise them as valuable strategic partners as they develop their employment policies and implement the Strategy.

About this RR3 Special Interest Group

The Reducing Reoffending Third Sector Advisory Group (RR3) exists with the purpose of building a strong and effective partnership between the voluntary sector, HMPPS and MoJ. The Chair of the group and its secretariat is provided by Clinks.³ The terms of reference for the RR3 allows for the establishment of time-limited Special Interest Groups (SIGs) to advise on specific areas of policy and practice as the need arises.

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In response to the developments outlined above, the RR3 felt it was timely to convene a SIG on employment support for people in contact with the CJS. The aim of the SIG is to provide advice to the government on its implementation of the employment aspects of the Education and Employment Strategy and to support the development and strategic direction of the NFN as it is rolled out nationally.

The group met in February 2019 where they received presentations from officials at MoJ on the implementation of the department's policies for improving the employment of people with convictions and from the NFN on its current development and future priorities. From those presentations, members of the SIG identified key challenges and opportunities for MoJ and NFN to improve the employment outcomes for people with convictions. Based on the challenges and opportunities identified, members of the SIG have put forward a series of recommendations for Government.

Members

The SIG comprised of 14 voluntary sector experts, openly recruited to sit on the group due to their knowledge and experience of delivering employment support services to people who are or have been in contact with the CJS. This SIG brought together a wealth of perspectives and experiences which enabled the group to explore in-depth the current challenges and opportunities facing people with convictions looking for employment and potential employers. The final membership was as follows:

- Anne Fox, Clinks (Chair)
- Lauren Nickolls, Clinks (secretariat)
- Christopher Stacey, Unlock (sponsor member of RR3)
- Janine Adeleke, Pecan
- Debbie Akehurst, Bounce Back
- Chris Bennett, Achieve North West Connect
- Lisa Bishop, Shaw Trust
- Ralph Findlay, Blast Foundation
- Christina Hall, Lincolnshire Action Trust
- Jacob Hill, Offploy
- Jocelyn Hillman, Working Chance
- Alasdair Jackson, Recycling Lives
- Matt John, Touchstone (formerly at Novus Works on the date of the SIG meeting)
- Penny Parker, Stand Out
- Richard Rowley, Census Life (formerly at Clean Sheet on the date of the SIG meeting)
- Val Wawrosz, Tempus Novo.

Summary of recommendations

To ensure the employment needs of people with convictions are met, the RR3 Special Interest Group makes the following recommendations:

1. A cross-government approach is needed to address the multiple disadvantage people in contact with the criminal justice face to enable them to be employment ready:
 - a. MoJ should proactively engage with relevant government departments – including the Department of Work and Pensions, Ministry of Housing, Communities and Local Government, the Department of Health and Social Care, the Department for Education and HM Treasury – to ensure a cross-government approach is adopted and resourced as the employment strategy is implemented
 - b. Implementation of the MoJ’s Education & Employment strategy must recognise the work being delivered locally and facilitate join up between local statutory services, ensuring that people with convictions do not fall through the gap in service delivery.
2. To improve sustainability of employment, MoJ should ensure the future probation model; requires providers to procure ongoing, wraparound support from the voluntary sector; and promotes close collaboration between probation services and voluntary sector organisations that deliver services to people with convictions – including those who are not in supply chains - in order to meet people’s wider needs and help them in securing and maintaining employment.
3. MoJ should implement a plan to proactively address employer attitudes towards people with convictions (beyond just prison-leavers) including challenging employer’s poor practice and a communications campaign which promotes good practice and successful case studies, such as its own civil service recruitment project. In doing so MoJ should engage with voluntary sector organisations delivering employment support who have expertise in building relationships with new employers.
4. MoJ should ensure that people have access to sufficient income on release from prison to meet their basic needs by implementing the recommendations made by the RR3 to the Reducing Reoffending Board in its recent briefing on Universal Credit and access to bank accounts.
5. MoJ should develop a strategy to address the employment needs of people in the community with convictions, specifically addressing issues with the criminal records disclosure regime.
6. MoJ should develop an implementation plan for the employment strategy that must:
 - a. Identify and address the employment barriers specifically faced by people with protected characteristics under the Equalities Act 2010, including a particular focus on people from BAME communities, women and disabled people
 - b. Proactively take into account and address the employment needs of people who have committed a sex offence.

7. MoJ should, in partnership with voluntary organisations, develop a plan for supporting people leaving custody and those in the community with convictions who are already self-employed, or wish to pursue, self-employment or set up a small business. This should address the barriers that people with unspent convictions face in securing public liability and commercial motor insurance.
8. MoJ and NFN should take steps to improve the practice of, and opportunities provided by, prison industries including the quality of employment pathways in prison, wages for prison workshops and the practice of partners and sub-contractors such as providing references and employing people post-release.
9. MoJ should routinely record employment outcomes six and 12 months after release. This should include not just a binary measure of whether a person is in employment but also the contracted hours, role and sectors people are employed in, as well as access to employment and job allocation for people protected under the Equalities Act 2010, including BAME individuals and women.
10. NFN should create an advisory board with voluntary sector representation to engage the sector in its strategic development, and local forums for the regional NFN brokers to engage the voluntary sector organisations that operate in their regions.

Key challenges

The following provides a detailed write up of the key themes raised by the SIG during the workshop.

Multiple disadvantage

People who are, or have been, in contact with the CJS often face multiple disadvantage and their needs extend beyond employment, such as experiencing poor mental health, homelessness and substance addiction. Indeed, Clinks' State of the sector report shows that for the second consecutive year, voluntary sector organisations report that service user need is becoming more complex and urgent as people's basic needs are no longer being met.⁴ This is taking place for a variety of reasons including welfare reforms, cuts to services, a lack of secure and appropriate housing options and mental health provision in the community becoming more difficult to access.

Members of the SIG outline that access to appropriate accommodation, welfare and mental health support must be a priority. If an individual does not have safe and stable accommodation or they are in mental health crisis, employment becomes impossible to secure or maintain and in such a situation there is little an employment service can do to support them.

There is a lack of partnership working from statutory services to address these issues. The work of different government departments needs to link up more effectively for a joined-up approach that meets people's wider needs and promotes their welfare and chances of sustaining employment. This must include the Department of Work and Pensions (DWP), Ministry of Housing, Communities and Local Government (MHCLG) and health services.

Recommendation 1

A cross-government approach is needed to address the multiple disadvantage people in contact with the criminal justice face to enable them to be employment ready:

- a. MoJ should proactively engage with relevant government departments – including the Department of Work and Pensions, Ministry of Housing, Communities and Local Government, the Department of Health and Social Care, the Department for Education and HM Treasury – to ensure a cross-government approach is adopted and resourced as the employment strategy is implemented.**
- b. Implementation of the MoJ’s Education & Employment strategy must recognise the work being delivered locally and facilitate join up between local statutory services, ensuring that people with convictions do not fall through the gap in service delivery.**

Role of the voluntary sector

Once having secured a job, people with convictions can face further difficulties sustaining employment. For people released from prison in particular, there are a number of barriers they can face when transitioning to the community which make it hard to retain employment. Even where individuals have secured employment, it can be an overwhelming experience going from prison to the world of work, especially as many people entering prison do not have prior experience of formal employment.

Service users’ views of their needs

A recent consultation on employment run by RR3 member Richy Cunningham of Recovery Connections with men held at HMP Northumberland highlights the concerns people have about going into employment after prison and the barriers faced.

The men talked about how prison had impacted negatively on their confidence, creating an overall lack of belief in themselves to do certain jobs and adjust to new roles. There was a lot of concern about the stigma of convictions, addictions and mental health issues. It was felt that there is a lack of understanding that parts of the work environment can be triggering for those with mental health issues or histories of substance addiction that people need support to manage, for example drinking cultures in after work socialising that can put those in recovery at risk.

The consultation also raised access to accommodation, lack of money to start employment to cover costs like travel and clothes, and concerns over future money management and budgeting as key barriers to finding and staying employed.

Voluntary sector organisations delivering employment services can offer vital support through the job search process, the transition into employment, and ongoing support post placing someone into a role. The holistic, wrap-around support helps to ensure that people’s wider needs are met, that they are able to adapt and increases the chances of retaining employment. This continuity of support enables voluntary sector organisations to build positive and trusting relationships with service users which in turn means service users are more likely to engage with them. Further, voluntary organisations also facilitate relationships with employers who

value the knowledge voluntary sector organisations have in relation to the needs of their service users and the ongoing support they offer, making it more likely they will trust in their services and take on people with convictions. Voluntary sector organisations can also provide support to employers in how to make reasonable adjustments that allow for the commitments of people under probation supervision and the needs of those starting or returning to work after prison, such as the pace of inductions or flexible work arrangements.

However, organisations stressed that large-scale policy reform programmes have significant implications on the sustainability of the voluntary sector. The outcomes of the MoJ's probation review will impact voluntary sector services delivering employment support and is likely to be felt more keenly by smaller organisations, who tend to be in more financially precarious positions. It is important there is synergy between the Education and Employment Strategy and the development of new probation models to ensure people in contact with the CJS can access employment opportunities.

Recommendation 2

To improve sustainability of employment, MoJ should ensure the future probation model; requires providers to procure ongoing, wraparound support from the voluntary sector; and promotes close collaboration between probation services and voluntary sector organisations that deliver services to people with convictions – including those who are not in supply chains – in order to meet people's wider needs and help them in securing and maintaining employment.

Humanise people with convictions

Employers can often have an instinctively negative reaction to employing people with convictions rather than a policy informed by risk analysis. The underlying reasons for those reactions need to be addressed.

To encourage more employers to take on people with convictions the stereotypes associated with a conviction need to be broken down and people who have been in the CJS humanised to employers. To do this more resources should be dedicated to engagement and networking opportunities between potential employers, prisons, probation providers and individuals looking for employment.

There needs to be a more positive approach which focuses on promoting the talent and potential offered by people with convictions and examples of good practice where employing people with convictions has been successful, including the government's own civil service recruitment project. Contracted services and sub-contracted partners to Government departments should be encouraged to follow suit and commit to employing people with convictions as should voluntary sector organisations that provide services to people at risk of, or in contact with, the CJS.

Voluntary sector organisations offering employment services can provide a wealth of good practice and valuable expertise in engaging new partners, building local relationships with new employers and addressing negative employer attitudes towards people with convictions.

As well as encouraging the employment of people with convictions, more needs to be done to challenge employers' poor practice and protect people with convictions as employees including in how they are treated, their salaries and positions, and cases of unfair dismissals.

Recommendation 3

MoJ should implement a plan to proactively address employer attitudes towards people with convictions (beyond just prison-leavers) including challenging employer's poor practice and a communications campaign which promotes good practice and successful case studies, such as its own civil service recruitment project. In doing so MoJ should engage with voluntary sector organisations delivering employment support who have expertise in building relationships with new employers.

Ensuring sufficient income on release from prison

People are often released from prison without sufficient income to meet their basic needs and support them through the initial transition into the community. A number of factors impact this:

- A number of barriers prevent people from applying for Universal Credit in prison causing a considerable delay in receiving the first payment on release, leaving people with no income to support themselves.
- A lack of ID prevents people from applying for bank accounts, welfare and passing employment checks.
- Many people leave prison without a bank account because the process for applying for one is patchy and inconsistent. This can prevent people from receiving welfare payments or a formal wage.
- The amount provided in the discharge grant has remained frozen at £46 for over twenty years. Given the issues outlined above with receiving welfare payments or formal wages, this small amount is not enough to cover the costs a person will face on release.

With little or no income, people leaving prison can face an impossible dilemma where a return to crime or work in the informal economy can therefore look like the only realistic option. They also risk experiencing homelessness because they cannot pay for accommodation promptly. In such a situation they are not in a stable enough position to look for or start work.

Recommendation 4

MoJ should ensure that people have access to sufficient income on release from prison to meet their basic needs by implementing the recommendations made by the RR3 to the Reducing Reoffending Board in its recent briefing on Universal Credit and access to bank accounts.⁵

People in the community with convictions

MoJ's Education & Employment Strategy and NFN's remit is focused entirely on people in or leaving prison. However, people in the community who have unspent convictions or those who are serving community sentences also face significant barriers to securing employment particularly due to the criminal records system and vetting processes. Yet the issues experienced by people in the community have not been recognised or a strategy implemented to address them.

Recommendation 5

MoJ, should develop a strategy to address the employment needs of people in the community with convictions, specifically addressing issues with the criminal records disclosure regime and the government vetting process.

Equality of outcome

People with protected characteristics experience unfair and unequal employment outcomes as a result of additional and unique barriers to education and employment as well as unequal treatment and opportunities within prison. Due to the knowledge and expertise of SIG members, they outlined the following:

People from black, Asian and minority ethnic (BAME) backgrounds

Racial discrimination means BAME people experience additional structural barriers in searching for employment. In prison, BAME people also face unequal access to job and education opportunities. They are less likely to report having a job in prison and when they do it is often considered a poorer quality job.⁶

Women

The Release on Temporary Licence (ROTL) and workshop opportunities available in prison are often highly gendered, for example hairdressing and beauty, rather than linked necessarily to a range of skills and job roles on the outside. The, on average, longer distances that women in prison are kept from their homes also makes it more unlikely that work, volunteering and training opportunities undertaken through the ROTL scheme will continue on release.⁷ In the community, women also face distinct issues around employment especially if they are primary carers of dependents and have to also manage care arrangements.

Disabled people

Work requirements, both inside and out of prison, for example working hours, the tasks required, and the working environment, may not adequately make reasonable adjustments for people with physical and learning disabilities to enable them to access equal training and employment opportunities.

Recommendation 6a

MoJ should develop an implementation plan for the Education & Employment strategy that must identify and address the employment barriers specifically faced by people with protected characteristics under the Equalities Act 2010, including a particular focus on people from BAME communities, women and disabled people.

Sex offence convictions

A rising number of people are being sentenced for sex offences who will be leaving prison of working age. The additional stigma attached to a sex offence conviction means that people with such a conviction can face additional barriers to securing and maintaining employment. Employers and many services are less willing to work with people who have sex offence convictions.

There are also practical restrictions and expectations for people with sex offence convictions looking for employment that provide additional barriers in securing work. These include prohibited types of work and locations and managing the process for gaining approval of employment (both pre-application and on appointment). Employees and employers will also need support in preparation for operating safely and building confidence within the workplace. This includes disclosure skills to employers but also non-disclosure of offences to other colleagues whilst building appropriate and positive work relationships.

There are voluntary sector services with expertise in supporting people with sex offence convictions into employment and working with employers to address attitudes and concerns of risk. MoJ should draw on the experience and expertise of those organisations.

Case study: Lincolnshire Action Trust

Lincolnshire Action Trust (LAT) offers a range of training opportunities and employment support to prepare people for their release including resettlement services at HMP Stafford and HMP Whatton which hold men convicted of sex offences. LAT have developed extensive expertise in supporting the men released from those prisons to overcome the barriers they face and secure employment as well as supporting employers to feel able to employ people with sex offence convictions.

LAT's approach is "end to end", working with people from prisons through to the community and post-supervision. The focus of their work is on sustaining employment, minimising the need for people with convictions continually having to seek employment. They have a confident and robust approach to risk management and support for both employers and employees. This approach enables them to form new networks with potential employees who trust in their work and support. When engaging with new employers LAT explores with them the reasons for excluded sexual offences and how those concerns can be mitigated which often results in employers removing those blanket exclusions.

To break down perceptions and assumptions about people with sex offence convictions, LAT works to better inform employers so they are more confident about employing them. They provide employers with more information about the range of sex offence convictions that fall under the umbrella term; the support and supervision provided by probation and wrap around support services, including the risk assessments done to approve applications and placements; and reassurance about the discretion of their services and supervision-related activities. As part of this LAT also support with liaising between employees, employers and probation services. Most importantly according to the charity, employers are provided with ongoing support that can be accessed when required for the duration of the employment.

To manage the practical restrictions, LAT work closely with the probation officers to ensure the parameters of license conditions such as restrictions on types and location of employment are agreed and understood by all relevant parties. LAT has skilled practitioners that support and guide service users through job search activities including building up confidence and disclosure skills within interviews. Where necessary, LAT can provide a structured framework agreed with the applicant, employer and managing professionals for disclosing offences to employers. Once there's been an offer of employment, LAT practitioners support negotiations for future arrangements of information sharing between the employee, employer and managing agencies. Crucially LAT provide ongoing support for the employee to help ensure they are managing in the workplace and able to sustain employment.

Recommendation 6b

MoJ should develop an implementation plan for the employment strategy that must proactively take into account and address the employment needs of people who have committed a sex offence.

Self-employment

The focus of the strategy is on PAYE (Pay As You Earn) employment and there is little focus on self-employment as an option. However, this is an important area to address as there will be people who have previously been self-employed or for whom self-employment might be the preferred option for returning to/starting work after contact with the CJS.

There are a number of complex issues to consider that people may not have prior knowledge of, including; deciding the legal structure of a business, the various taxes to pay and accounts to keep and seeking funding from lenders. The set-up costs of a new business can also be a substantial barrier. Adapting to self-employment can also be a challenge and being prepared for changes and inconsistency in workload and income especially when first starting out.

For people with convictions, as well as facing these challenges, their convictions can create additional barriers to self-employment and a successful business start-up. Similarly people who were self-employed prior to conviction, can face new challenges as a result of their conviction. For example due to the approach of insurers, convictions can make it incredibly difficult to get insured. This leaves people who are trying to pursue self-employment incurring much greater costs than expected or unable to get insurance at all which may be vital to the sustainability of their business. In particular voluntary sector organisations have raised concerns about service users with unspent convictions being routinely refused, or made to pay significantly more, for public liability and commercial motor insurance.

People with convictions will need advice and support to prepare for and navigate these challenges, so that self-employment is a legitimate option for them.

Recommendation 7

MoJ should, in partnership with voluntary organisations, develop a plan for supporting people leaving custody and those in the community with convictions who are already self-employed, or wish to pursue, self-employment or set up a small business. This should address the barriers that people with unspent convictions face in securing public liability and commercial motor insurance.

Employment opportunities and prison industries

The employment opportunities in prison often reflect the needs of the prison rather than the needs and aspirations of prisoners. This means that often the activity provided is not meaningful and doesn't offer prisoners the relevant training and experience for roles they wish to pursue on release.

There is limited accountability for prison industries which often operate poor practice including low wages for workshops, not giving references on release for work done whilst in prison, poor quality of training and qualifications that are useful on release. There is also a lack of through-the-gate opportunities. Prison industries and workshops should be through-the-gate and ensure tangible employment opportunities on release including support to find and sustain employment for people who have worked with them in prison.

ROTL is a pivotal part of the process of resettlement and rehabilitation. For many people in prison, particularly those who are serving long sentences, the chance to experience ROTL is a vital stage in the preparation for their safe release. ROTL can enable people to access important educational opportunities, and take on voluntary work or paid employment and therefore provides an important opportunity for improving employability and helping to adjust to work life on release. In recent years the ROTL scheme has been highly restrictive with only limited numbers able to access it.

The recent announcement made by MoJ and HMPPS on changes to the ROTL scheme, as part of its new policy framework,⁸ is therefore a highly welcome step in the right direction to relax restrictions and streamline access to ROTL, supporting more people into work. We hope this will mark a significant shift towards the greater use of ROTL and open up more employment opportunities for people in prison. Whilst the policy is a welcome development, the government could go further on this and there is more that could be done to maximise the opportunities provided by ROTL for more people in prison. For example, the new policy framework does not improve access for those in category C prisons or for most people serving life sentences and those imprisoned for public protection (IPP sentenced prisoners).

Case study: Recycling Lives Charity HMP Academies

Recycling Lives delivers a leading offender rehabilitation programme which is both reducing reoffending rates and improving employment rates.

Its HMP Academies programme is operational in 11 UK prisons, engaging up to 300 men and women at a time. The Academies are prison-based workshops that train and employ people prisoners. Participants recycle waste electricals or build and repair skips, developing sector-specific skills and transferable life and work skills. All work is servicing commercial contracts, including for BT, British Gas and the charity's sister company Recycling Lives Ltd, making it meaningful and sustainable.

Participants are supported in all areas of their life. Recycling Lives' teams work with each on their plans for release, looking at opportunities and options for work and housing. Central to this is the enhanced wages paid in the HMP Academies – up to £55 per week – of which 40% goes into savings ready for release. Recycling Lives also offers guidance to work with services for substance misuse or mental health problems and to manage finances or rebuild family relationships.

The programme delivers unparalleled success. It consistently delivers reduced reoffending rates of less than 5%. Of the 142 men and women release from the programme, only five have reoffended, while more than 70% moved straight into work upon release (2015-18).

Tina's story

Tina worked in the HMP Academy in HMP Styal, developing the skills and confidence to gain work immediately upon release. With her savings she moved into her own home, allowing her to regain custody of her daughter. Recycling Lives' team supported Tina with training, employment, accommodation and social services. She has already been promoted in work and is enjoying a stable home life with her daughter.

Recommendation 8

MoJ and NFN should take steps to improve the practice of, and opportunities provided by, prison industries including the quality of employment pathways in prison, wages for prison workshops, and the practice of partners and sub-contractors such as providing references and employing people post-release.

Data recording

The focus on getting people into employment on release from prison is welcome. However, SIG members felt there is a risk that recording data becomes a tick-box measure of whether someone is employed or not without regard to other important measures, such as the quality of jobs that people get. There needs to be a greater understanding of the roles, sectors, wages, and contracts that individuals get on release and the sustainability of their employment in order to improve those outcomes.

Recommendation 9

MoJ should routinely record employment outcomes six and 12 months after release. This should include not just a binary measure of whether a person is in employment but also the contracted hours, role and sectors people are employed in, as well as access to employment and job allocation for people with protected characteristics, including BAME individuals and women.

Development and direction of the NFN

The voluntary sector is welcoming of efforts to get more people in the CJS into employment and is therefore keen to help shape and support the NFN to achieve those shared goals. However there are concerns about the place for the voluntary sector in the NFN's model and the impact its work could have on voluntary sector organisations. Some regions will also have a number of organisations offering employment support services which raises concerns about how the NFN will allocate contacts in those areas.

The NFN will be high level and operate one step removed from the front line. It could easily become disconnected from the work being delivered on the ground, including the work delivered by the voluntary sector, the local partnerships they've formed and the challenges being faced in different areas.

The work needs to be localised so that it can be responsive to changing local needs. It is important to form relationships with employers at the local level for them to engage with and trust the service. This will be even more challenging for a national structure like the NFN particularly given the large geographical areas each NFN broker is expected to be responsible for.

Employers are already engaging with voluntary sector organisations that deliver employment services. Those voluntary sector services would be valuable strategic partners because of the partnerships they have and their significant expertise and local-level knowledge particularly of where the opportunities and challenges lie in particular areas and sectors.

It is therefore important to ensure that at the local and regional level NFN teams treat the voluntary sector as a strategic partner. There needs to be meaningful engagement and strong communication with voluntary sector organisations in each region to ensure they are kept informed of developments, that local expertise gets shared and that voluntary organisations are able to maintain and build new employer networks.

Recommendation 10

NFN should create an advisory board with voluntary sector representation to engage the sector in its strategic development, and local forums for the regional NFN brokers to engage the voluntary sector organisations that operate in their regions.



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Clinks supports, represents and advocates for the voluntary sector in criminal justice, enabling it to provide the best possible opportunities for individuals and their families.

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End notes

1. Prison Reform Trust (2018) *Bromley Briefings Prison Factfile: Autumn Factfile*. London: PRT
2. Ministry of Justice (2018) Education and Employment Strategy 2018. Available at: www.gov.uk/government/publications/education-and-employment-strategy-2018 (accessed: 15 May 2019).
3. Clinks is a national infrastructure organisation supporting voluntary organisations in the criminal justice system in England and Wales. Our aim is to ensure that organisations and the people they support are informed and engaged in order to transform lives and communities. For more information about Clinks please visit our website: www.clinks.org
4. Clinks (2018) *State of the Sector 2018*. London: Clinks.
5. Clinks (2019) *The Reducing Reoffending Third Sector Advisory Group's submission to the Reducing Reoffending Board on Universal Credit and access to banking*. London: Clinks.
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