



Reducing Reoffending Third Sector Advisory Group (RR3)

The Abbey Centre, Westminster

Wednesday 12th June 2019

Members present:

- Nicky Park, St Giles Trust
- Richy Cunningham, Recovery Connections
- Laura Seebohm, Changing Lives
- Diane Curry, Partners of Prisoners
- Mohammad Hanif, Arooj
- Jessica Mullen, Clinks
- Emma Wells, Community Chaplaincy Association
- Linda Bryant, Together for Mental Wellbeing
- Rod Clarke, Prisoners Education Trust
- Martin Blakebrough, Kaleidoscope
- Chris Stacey, Unlock
- Riana Taylor, Circles UK
- Anne Fox, Clinks
- Will Downs, Clinks

Guests present:

- George Barrow, MoJ
- Rupert Bailie, HMPPS
- Bettina Crossick, HMPPS
- Dr Jo Farrar, HMPPS
- Kate Davies OBE, NHS England
- Catherine Pearson, MoJ
- Spencer Draper, MoJ
- Nathan Dick, MoJ
- Chris Kelly, NHS England
- Simon Marshall, MoJ

Apologies:

- Mike Pattinson, Change Grow Live
- Peter Dawson, Prison Reform Trust
- Khatuna Tsintsadze, Zahid Mubarak Trust
- Tracy Wild, Langley House Trust

1. Dr Jo Farrar and HMPPS priorities

1.1. **Introductions:** Anne Fox welcomed Dr Jo Farrar, Chief Executive of HM Prison & Probation Service (HMPPS) to the meeting and invited a round of introductions from RR3 members. Dr Jo Farrar thanked the group for the invitation and explained that her background was different from former HMPPS Chief Executives as she didn't come from the prison service. She said she considered this to be a strength as she brought an outside view on things. She said that the achievements she has made in the civil service and in leadership positions in local government couldn't have been made without the voluntary sector and she wants to harness the voluntary sector in this role.

1.2. **Priorities:** Dr Jo Farrar said her priorities were still being worked on as she is still early on in the role. She said HMPPS would prioritise areas where they can make a step change of difference.

1.2.1. She said it was important to get foundations right in the prison service such as the prevalence of drugs and violence, and tackling the number deaths in custody. She said these were sometimes referred to as 'the basics' but that they were not easy problems to resolve.

- 1.2.2. She said the reunification of probation presented an opportunity to make sure people were properly supported in the community. She wants HMPPS to take a lead in reducing reoffending, to operate as a whole service which leads to people living good and positive lives, beyond the immediate time that they are in the care of the service.
- 1.2.3. She is committed to following through with the Lammy Review, and has met with Rt Hon. David Lammy MP. She said that there was a broader need to address poor treatment of people with protected characteristics, to ensure all people are treated with respect. It was recognised that HMPPS need to do things differently, including in relation to the treatment of their own staff. She said that there has been some progress in the gender mix of prison governors, but there is progress to be made in further diversifying governors alongside other senior leaders in the service.
- 1.2.4. She said a number of people had highlighted housing problems as a significant issue and she has started talking to the Ministry for Housing, Communities and Local Government (MHCLG) and accommodation providers on this.
- 1.3. **Risk management and working with ministers:** Rod Clarke said the role of the CEO of HMPPS can be significantly impacted by the need to manage risk and the political implications of this. For example, because of a culture of risk management, people are hugely restricted in accessing digital tools whilst in prison, but the risk to *not* give people in prison access to digital, leaves prisoners with a substandard education and ill-equipped to resist being drawn back to a life of crime. Rod Clarke asked Dr Jo Farrar whether she had thoughts on how to manage the politics of risk?
- 1.3.1. Dr Jo Farrar highlighted her experience of working with both local and national politicians. She said she understood why people were nervous in the prison service, as people will lose jobs if mistakes are made. However, she will consider how HMPPS manages risk and said she is not risk averse. She said access to digital in prisons reduces risk - not just for education, but also healthcare and stopping frustration and boredom.
- 1.3.2. Dr Jo Farrar said HMPPS had limited funding and that a priority was the prison estate. She said that while they're putting phones in cells, she thinks they also need Wi-Fi in cells, as there's no point putting them in when they might become obsolete in a few years. She said she will work with policy colleagues on this. She also said she looked forward to working with Robert Buckland MP as the new Minister for State, and acknowledged in the same way that she would want to build positive relationships with any new ministers. She said the spending review is also important.
- 1.4. **Cross-sector working:** Laura Seebohm said she used to be a probation officer before she joined the voluntary sector. She said probation over the years had disengaged with cross-sector work in communities, and that this had been exacerbated by Transforming Rehabilitation. She asked how practice can be changed through the current probation reforms to make probation better embedded in a cross-departmental way.
- 1.4.1. Dr Jo Farrar said she considers probation reform as an opportunity to improve this. She said Amy Rees, Director General Probation for HMPPS, is visionary in how we can open-up probation, and is looking to replicate nationally some of her achievements in Wales. She said they need to be confident, to reduce bureaucracy and to give people space to work creatively with partners. She said it was important to embed this attitude in the spirit and culture of the service. Towards the end of the year she said they would launch work about leadership, people and culture, to free up people to work in different ways with partners.
- 1.5. **Friday releases:** Martin Blakebrough said releasing people from prison on a Friday causes organisations major problems, as even if they can see clients, Local Authority services can't.

He said this is particularly exacerbated when people are released on the Friday prior to a bank holiday weekend. He also said the issue of Friday releases is more difficult in rural areas, as they are much more limited in terms of services and staffing. Rod Clarke said that it is a whole systems issue, related to other services, such as public health commissioning, access to GPs at weekends, and access to mental health support. Nicky Park added that systems don't talk to each other, and don't work through the gate.

- 1.5.1. Dr Jo Farrar responded that statutory rules govern release dates, and there would need to be legislation to change it. She said if they can't legislate, they will explore practical alternatives. She said she would welcome policy change, including releasing people a day early if necessary.
- 1.5.2. George Barrow said ministers are aware of the problem but they have struggled to address it. Bettina Crossick said they had tried before, but you can't release people earlier for statutory reasons and understandably, prisoners aren't prepared to stay in over the weekend to be released on the Monday.
- 1.6. **The role of families in reducing reoffending:** Diane Curry said that to reduce reoffending, there has to be a strategic plan for families, so people can maintain their relationships and have their needs met by loved ones. She said that the Farmer Review has provided the tools to improve family ties while a custodial sentence is being served, but there has not been a similar emphasis on the importance of family ties for people in the community (since this meeting, [a second review by Lord Farmer has been published](#), focussed specifically on the importance of family ties for women).
 - 1.6.1. Dr Jo Farrar said she's interested in this area, as she ran the Troubled Families programme in national and local government, including in Bath, where she worked closely with HMP Parc. She said this was an additionally important area in order to address inter-generational reoffending. She said she's introducing a new post that looks specifically at reducing reoffending and that taking forward the Farmer Review and other issues around families could be a possible strategic focus of that role.
- 1.7. **HMPPS' approach to convictions in recruitment:** Chris Stacey welcomed the work of the New Futures Network in relation to employment and asked what could be done within HMPPS itself to improve its own recruitment processes and hire more people with convictions. He encouraged HMPPS to practice its values on rehabilitation and look to do more to employ people with criminal records.
 - 1.7.1. Dr Jo Farrar said she will look into it. She said that in her role at Bath and Bridgend Council, she promoted people into employment who had been in their care. She said the same principles should exist with the employment of offenders.
 - 1.7.2. Anne Fox highlighted Clinks' previous work which has shown there are also barriers faced by people with lived experience to use their experience as volunteers in prison. Rupert Bailie said HMPPS had created public guidance to demystify volunteering in prison. Chris Stacey said Clinks have shared that guidance and while it's important people understand the guidance, there was still scope to change the rules. Bettina Crossick offered to take this issue forward with Chris Stacey.

Action: Bettina Crossick to take forward with Chris Stacey issues raised over the recruitment practice of HMPPS in regards to people with convictions, and how people with convictions are able to volunteer in prisons.

- 1.8. **Self-harm and self-inflicted deaths:** Linda Bryant said that rates of self-inflicted deaths and self-harm in prison has been a major concern for some time. She said the RR3 ran a special interest group (SIG) thinking about how to reduce self-harm and self-inflicted deaths, which

recommended a whole-systems approach to the issue. She said that Dr Jo Farrar had identified it as a priority and asked what approach she wanted to take to make a real difference.

- 1.8.1. Dr Jo Farrar said HMPPS were doing a lot of things, including training for new prison officers, and it appears deaths in custody are down, though short-term figures are not reliable. She said that in a previous role she took a whole systems approach to address a spate of suicides in Bridgend and they were able to reduce self-harm.
- 1.8.2. Anne Fox said that there is positive work in Wales, where evidence of trauma and Adverse Childhood Experiences are informing current policy. Linda Bryant said there was lots of great work done but the question is how that can be taken forward systemically.

Action: Secretariat to send Dr Jo Farrar the RR3 SIG paper on care for people at risk of suicide in prison.

- 1.9. **Workforce:** Emma Wells asked for more information on the aim to professionalise the HMPPS workforce and asked whether this could also be an opportunity to drive cultural change.
 - 1.9.1. Dr Jo Farrar said they were currently developing plans to professionalise probation staff with external partners. She said she was considering how to create a professional prison service and raise morale amongst officers through development and training. She said she is aware of the need for change and is enthusiastic to lead this work herself.
- 1.10. **Approach to sex offenders:** Riana Taylor said that risk-averse attitudes are particularly damaging in her field of sexual abuse - as people are so cautious, and public attitudes so negative, that the UK have fallen behind other European countries. She pointed to a [report recently released by JUSTICE](#), which called for presentation and diversion for people that don't pose any danger to the community. She asked whether Dr Jo Farrar considered taking a proactive role on this agenda.
 - 1.10.1. Dr Jo Farrar said more people are being convicted of sexual offences. She said she would work with her policy colleagues on this issue.
 - 1.10.2. Anne Fox highlighted the ability of the RR3 to convene Special Interest Groups of issues such as this. She said the increased number of people in prison convicted of sexual offences was a major issue, and so too the ageing prison population. She said Clinks recently published [Flexibility is Vital](#), which sets out the voluntary sector's role in supporting older people. Anne Fox said the RR3 has the capacity to run SIGs to support HMPPS' work - either on issues we identify, or where government might want support.
- 1.11. **Thanks:** Dr Jo Farrar said she would be interested in working with the RR3 especially on areas where practical policy solutions could be taken where legislation wasn't possible. She thanked the group and said she was happy to come back again.

2. Probation

- 2.1. **Introductions:** Anne Fox said that Jim Barton sent his apologies as he was giving evidence to the Justice Select Committee. She welcomed Spencer Draper and Nathan Dick in his place. Spencer Draper said he was in day six of his new role as programme director. He said he had previously headed up the Community Rehabilitation Company (CRC) management contract team.
- 2.2. **The structure of probation and procurement of services:** Spencer Draper and Nathan Dick summarised the proposed structure of probation and the procurement plans for the

innovation partners and dynamic framework, as set out in the draft operating blueprint ([see Clinks' briefing on the draft operating blueprint for further details](#)).

- 2.3. **Consistency and communication for service users:** Diane Curry said that it was important that service users understood what was going on considering all the changes to services in recent years. Spencer Draper said they wanted to ensure consistency and continuity for service users. Anne Fox said that on the day of the announcement that probation would be reunified, she did a media appearance directly after a service user. She said she was struck by how the service user didn't need a huge amount of support - he just needed consistency. She said that's why the voluntary sector is impassioned about the failures of Transforming Rehabilitation - because this is what they can deliver but aren't being allowed to.
- 2.4. **Relationship between the government and the voluntary sector:** Anne Fox said that the role of the voluntary sector should not just be in the provision of services but in the design. The voluntary sector know what their cohorts need and they can provide different things in different circumstances. Spencer Draper said he recognised that they had lost the local delivery landscape as it had existed a number of years ago and this was down to a range of factors - not just probation reform - and they now had the opportunity to address it.
 - 2.4.1. Linda Bryant said it was important to be attuned to the frustration in the voluntary sector over probation policy. She said an understanding of the resilience of the voluntary sector must be built into this process.
 - 2.4.2. Anne Fox said the pace of change was a concern, as it was under Transforming Rehabilitation, particularly considering the length of TUPE processes. Spencer Draper said he was very aware of the pace of change, the need to mitigate that and the contingency arrangements they needed to have in place.
- 2.5. **A procurement-led process:** Rod Clarke said people could be forgiven for scepticism in the government's rhetoric, as it doesn't sound dissimilar from what was said in 2014. He asked what was being done to mitigate the risk of another lurch to a new system. He said that they must learn from the lessons of the education DPS when implementing the new dynamic framework. He asked how they envisaged for the innovation partner contracts not to fall into the same trap as the CRC contracts, and how they would mitigate against the incentive for private contract providers simply to cost-cut to maximise profits while getting the minimum boxes ticked.
 - 2.5.1. Spencer Draper said these were all valid points and that lessons have to be learnt from the last five years, including payment mechanisms and performance management. He said it's important there is enough money in the system first. He said payment by results mechanisms didn't work as they had intended.
- 2.6. **Accountability:** Anne Fox said that learning from the past, a challenge for the voluntary sector has been keeping up with developments, as there's a lack of clarity amongst a lot of good talk. The voluntary sector needs clarity on where responsibilities lie and where the buck stops. Chris Stacey said that with new NPS regions, innovation partners and a dynamic framework, there are many parts to the puzzle. He asked where the responsibility lies with delivery of services and how the voluntary sector can hold people to account on the delivery of probation services.
 - 2.6.1. Spencer Draper said accountability in the system will change, and there was lots to be worked through. Nathan Dick and Spencer Draper said it is vital to manage expectations and for government to be clear about the limitation of the amount of money in the system and the intention to provide the best quality basic service they can, but that this would unlikely be 'gold plated'. Anne Fox said Clinks can help to get clear information out to the voluntary sector.

- 2.7. **Timeline in Wales:** Martin Blakebrough said that part of the reason Transforming Rehabilitation didn't work, was because it was accompanied with funding cuts and that the system prior to Transforming Rehabilitation would have also failed under similar cuts. He raised concerns that the timescales to reunify probation in Wales was too quick.
- 2.7.1. Nathan Dick said that the deadline for the end of 2019 in Wales was when staff would be transferred from the CRC to the NPS. He said that interventions would still be delivered through Seetec to ensure continuity of provision and that the timeline for delivery of services through the dynamic framework and innovation partners were the same in England and Wales.
- 2.8. **Co-commissioning:** Laura Seebohm said that co-commissioning in the past has been bureaucratic, with organisations having to break down in granular form what exactly they delivered under a contract. She said that the system was inefficient and a whole system approach was needed.
- 2.9. **Cohorts:** Diane Curry said it was important that in the push to secure services from day one, BAME-specific and gender-specific interventions don't become later add-ons. She said such interventions must be core to day-one services.
- 2.9.1. Nathan Dick said that accounting for how services will look for different cohorts was a big task. He said there was no area where they would design a service without thinking about this. He said they were meeting with the Advisory Board for Female Offenders. He said they were thinking about how to work with BAME specialist organisations.
- 2.10. **Next steps:** Spencer Draper and Nathan Dick agreed that they would pick up some points raised after the session. Nathan Dick signalled willingness to continue to engage with the RR3 on this issue.

3. Health and justice

- 3.1. **Partnership board:** Simon Marshall welcomed the fact that three of the five co-chairs of the [National Partnership Agreement for Prison Healthcare in England 2018 – 2021](#) (NPA) were present at the meeting. He said the relationships in the partnership were very good and go far beyond what is committed to in the NPA workplan. He said partnership working was crucial to deliver a whole prison approach, and was referenced in [Clinks and the Health and Wellbeing Alliance's report: Whole prison, whole person](#).
- 3.2. **NHS:** Kate Davies gave a summary of updates on health and justice from the NHS.
- 3.2.1. She said that the NHS [Strategic direction for health services in the justice system](#) runs until 2020, at which point it would be refreshed. She said the strategy is important to give health and justice policy clout.
- 3.2.2. She said the NHS England and NHS Innovation had recently integrated, which involved moving into a seven region approach with clearly defined senior posts. She said integration would help ensure delivery and commissioning was as part of one approach.
- 3.2.3. She said there was an increase in funding of up to £800m on health and justice through the NHS Long Term Plan (NHS LTP). She described how in addition to the specific commitments in the NHS LTP on health and justice ([page 118 of the NHS LTP](#)), there were many commitments in the broader plan that would impact the people that voluntary organisations work with - for example the increased use of social prescribing.
- 3.2.4. She said there was a lot of work being targeted at vulnerable people, including embedding a trauma-informed approach across the women's estate; improvements to perinatal care; increasing healthcare screening in courts; work in partnership with

HMPPS to improving pre- and post-health screening; and addressing the low-volume but high risk cohort of veterans.

- 3.2.5. She said the prison environment created challenges in delivering their commitments, as staff need quality of access to patients at the right time. She said recruitment is a challenge, especially for prisons that are harder to travel to.
- 3.2.6. She said that quality health screening and continuity of care have become a priority over the past 18 months. She said the NPA has shifted their focus onto person-centred approaches to patient care, including how to meet the particular needs of people. She said people often say healthcare in the CJS needs to be equivalent to that available in the community, but people who have had sporadic access to healthcare in the community prior to the CJS actually need *better* provision.
- 3.2.7. She said that NHSE have an additional £30m to spend on the NHS data service. She said that this should help improve the transfer of patient records in and out of custody and between custody.
- 3.2.8. She said prevention and health inequalities were a priority, and that Jackie Doyle-Price MP, had appointed a new diversity champion.
- 3.3. **Involving family in care:** Diane Curry said that to ensure health services in prison are equivalent to in the community, then consideration must be given to the family. In the community, a family can be embraced by the NHS in sharing care plans for example, but this is not the case in the justice system - families aren't involved in care plans or decisions. She said that the absence of families in the NHSLTP was a gap, and the issue needs to be prioritised in policy in order for families to leverage their role.
 - 3.3.1. Kate Davies said they are looking at keeping families more involved for people in prison though she acknowledged that families can be a strain for some people too. She said evidence demonstrates the importance of families and loved ones in reducing self-harm. Kate Davies said that even in community services, families aren't always integrated in healthcare planning well, and it was a much broader challenge for the NHS. Kate Davies said they will refresh health and justice strategy in 6-9 months and would welcome working with the RR3.
 - 3.3.2. Simon Marshall said that a consistent problem was that people did not have a basic understanding of the care their family member/ loved one was going to be getting. He said there was a need for better processes for families to raise concerns that were not emergencies. He said concerns about this were embedded in the Farmer review, and it is on their agenda.
 - 3.3.3. Rupert Bailie said it was important to identify issues and collaborate to address them. He said a priority area must be social care - as a small but rising proportion of people in prison need social care delivered by the local authority. He said that family liaison and end of life care can be exceptional in some prisons and they should look to learn from that.
- 3.4. **Data on GP registration:** Chris Stacey asked whether the department were collecting data on how many people leaving prison registered with a GP. Kate Davies said this has only just become a requirement for all GPs. She said they are working with NHS Digital to focus on GP practises.

Action: Chris Stacey to pick up with Kate Davies challenges people leaving prison have in registering with a GP.

4. Community Sentence Treatment Requirements

- 4.1. **CSTR Programme:** Catherine Pearson said that the NPA was focussed on prison, but there is lots of work focussed on people in the community too. She said CSTRs are an example of this, and fit within the government's broader strategy to reduce short custodial sentences. She delivered a presentation on the CSTR programme, which aims to increase the use of CSTRs through the use of a new protocol. The programme has been piloted in five areas ([since the meeting an evaluation of the pilots has been published](#)).
- 4.1.1. Catherine Pearson said that in recent years the level of need in relation to mental health and drug conditions is significant and increasing - but that the numbers of CSTRs have been decreasing. The piloted protocol is intended to increase uptake to meet the growing level of need.
- 4.1.2. Catherine Pearson said that bringing people together for the programme has been productive, and that CSTRs offered a chance for more problem-solving approaches which work around the individual at the point of sentences. Kate Davies said that treatment requirements weren't new - they've been around a long time - but better coordination is crucial for better uptake. Catherine Pearson said a coordinated approach that puts individuals at the core was key and could be challenging in the context of 'speedy justice'. She also said that the evaluation has shown they have been more successful at increasing Mental Health Treatment Requirements than Drug Rehabilitation Requirements and Alcohol Treatment Requirements.
- 4.1.3. Catherine Pearson said the NHS LTP commits to increase the use of CSTRs, especially for different cohorts. She said ministers were on board with this. She said she hoped an announcement would be made shortly to roll-out the protocol to London and Greater Manchester ([the government have since made the announcement](#)).
- 4.1.4. Catherine Pearson said that people had to consent to a CSTR. Anne Fox said Clinks will publish the consultation they conducted as part of the Health and Wellbeing Alliance to inform MoJ's CSTR evaluation ([since published here](#)). She said in that consultation people said that CSTRs are a challenging process for people, particularly for people with dual diagnosis and a person has to be resilient to go through that process. Anne Fox recognised there might be scope for further RR3 activity around this and said she will follow this item up with Linda Bryant and Richy Cunningham.
- 4.2. **Dual diagnoses:** Richy Cunningham said that problems with dual diagnoses persisted and should be a priority - as people are being turned away from services and told to get their mental health sorted first.
- 4.3. **Sentencer confidence:** Simon Marshall said there had been much improvement in inspection reports for healthcare in prisons in recent years, but there were still big challenges in and out of custody. He said there was an issue that better provision in prison compared to the community can encourage the use of custody. Linda Bryant said she acknowledged it was hard to collect evidence, but that sentencer confidence will only increase if they can be sure the same people are not coming back in front of them.
- 4.3.1. Catherine Pearson said there was lots of work being conducted to get sentencers on board. She said the programme manager is a magistrate with a clinical background. She said there is an element of self-fulfilment and that once pick-up is higher, more will have the confidence of using it as an option. She said the MoJ are planning for next steps of evaluation.
- 4.4. **Evaluation:** Catherine Pearson said a long-term outcomes evaluation of the programme was needed - the data collected so far for the first process evaluation should only be considered a sense check. She said it was too soon to measure outcomes from the pilots in terms of

reoffending, but that there had been an increase in the number of treatment orders being given where the new protocol was rolled out.

- 4.4.1. Chris Stacey asked whether evaluations will include input from individuals who have been through the test sites. Catherine Pearson said she was not sure. Anne Fox said Clinks' consultation included service users, but not all had direct experience of CSTRs.
- 4.4.2. George Barrow said they were keeping a tally with sentencers of how many days custody had been avoided by the use of CSTRs.
- 4.5. **Future working between government and voluntary sector:** Simon Marshall said there was an overlap between the work of the VCSE Health and Wellbeing Alliance and the RR3, and he suggested it worthwhile to explore how that relationship can work better and more consistently. He said that people working in health should see justice as an opportunity to deliver care to those who had not accessed it in the community.
- 4.5.1. Anne Fox welcomed this. She said the VCSE Health and Wellbeing Alliance was much broader than justice and that the strength of the RR3 was in its specific role to advise the MoJ and HMPPs. She said the RR3 also now functions as an advisory group to the cross-departmental Reducing Reoffending Board (RRB). She mentioned that the government had made an announcement about the work of the RRB and there was scope for further work. Anne Fox thanked officials for their contributions.

Action: Anne Fox and Jess Mullen to engage with Linda Bryant and Richy Cunningham to discuss possible work focussed on the increased use of Community Sentence Treatment Requirements.

5. Reducing Reoffending Board

- 5.1. **Read-out from the Reducing Reoffending Board:** Anne Fox said she recently met with Linda Kennedy, Deputy Director for Reducing Reoffending, and the RRB lead at the MoJ, who gave her a readout from the RRB meeting in February. Linda Kennedy told Anne Fox that the RR3's advice had been well received, well taken and has generated some work. Anne Fox relayed the readout to the RR3 group:
 - 5.1.1. All departments engaged with [the paper submitted by the RR3 on Universal Credit \(UC\) and access to bank accounts](#) and agreed to the paper's suggestions. Ministers have committed to the timetables proposed by the RR3 and want to do everything by the end of 2019.
 - 5.1.2. Work has been commissioned as a result of the meeting, including a dedicated process to look at helping people secure ID, subject to the comprehensive spending review in autumn. As part of the bid for the spending review, the RRB are seeking extra resource for prison-based work coaches, digital improvement, a banking programme, and for provision of ID. The RRB has asked for a report from some Universal Credit (UC) pilots and are talking to banks about what can be done about bank accounts.
 - 5.1.3. Amy Rees, Director General Probation is writing to CRCs in relation to the enhanced Through the Gate specification, to remind them to focus on UC, ID and bank accounts.
 - 5.1.4. There is a review underway by the MoJ in relation to the discharge grant and the RR3's paper has been considered as evidence.
 - 5.1.5. Pilots have been conducted where work coaches support people 13 weeks prior to release, to apply for benefits. The pilots showed positive evidence that support for 12 weeks prior to release was effective and the Department for Work and Pensions (DWP)

will fund a full roll-out. Phil Copple, Director General Prisons, is writing to every prison to ensure they understand the role of work coaches.

- 5.1.6. The MoJ are developing a national partnership agreement with the DWP which is being led by Linda Kennedy. Anne Fox told Linda Kennedy that the voluntary sector should feed in to that agreement.
- 5.1.7. Since the February meeting, the RRB have met again to discuss health and justice. Anne Fox informed Linda Kennedy she was disappointed that the RR3 were not asked to submit evidence to that meeting.
- 5.2. Linda Kennedy had advised Anne Fox to expect an announcement by the government on the creation of a strategy for reducing reoffending, in response to the [Justice Committee's report from the Prison Population 2020 inquiry](#). Anne Fox said that the government's response to the committee has since been published and instead, it places the continued responsibility for a coordinated approach to reducing reoffending with the RRB.
- 5.3. **Letter from RRB:** Anne Fox referred to a letter sent to her by Rt Hon David Lidington CBE MP, Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office, in which he thanked the group for their advice to the RRB on UC and access to bank accounts, which was previously circulated to the RR3 group.
 - 5.3.1. Chris Stacey said that the readout provided more detail than the letter, but that without a full written response of how the RRB were acting on our evidence, we cannot capture the outcomes and demonstrate the impact of the RR3's work.
 - 5.3.2. There was discussion about Anne Fox responding to David Lidington, summarising what we were told in the readout and asking for further specifics.

Action: Anne Fox to write back to David Lidington asking for further information on tangible actions the RRB is taking in response to the RR3's paper.

- 5.4. **Cabinet Office review:** Anne Fox said she is aware of a review of the RRB being conducted in the Cabinet Office. Rod Clarke said he expected the purpose of the review was to make a case for the new Prime Minister to renew the RRB when considering their Cabinet Office committees. Rod Clarke said the RR3 should seek to input into that review directly, and would need to do so in early July. Anne Fox agreed.

ACTION: Anne Fox to email the Cabinet Office regarding the review of the RRB.

6. RR3 updates

- 6.1. **Membership update:** Anne Fox announced that Laura Seebohm, who occupied the women's specialist position on the RR3, was stepping down after this meeting. She thanked Laura Seebohm for her time and expertise in her role. Anne Fox announced that Lisa Dando, Chief Executive of Brighton Women's Centre would take position vacated by Laura.
 - 6.1.1. Anne Fox also announced that Jeremy Crook, who sits on the RR3 for his expertise in providing specialist services to BAME people, has had a further extension of his secondment to HMPPS, and is therefore stepping down. Anne Fox thanked Khatuna Tsintsadze for filling the role in his absence. Anne Fox said there is a live recruitment process underway to fill the BAME specialist role on a permanent basis.
 - 6.1.2. Anne Fox said that in line with terms of reference, the secretariat would need to review membership of the RR3, as a number of members had reached the limit on their terms. Anne Fox also announced she, Will Downs and officials would revisit the terms of reference to reflect any changes in practice.

- 6.2. **Outstanding actions:** There was only one outstanding action from the previous meeting ([see minutes from the March meeting here](#)) - for Anne Fox to write to Bob Neil MP, Justice Committee Chair, regarding the relationship between the RRB and the RR3. Anne Fox said that with the context shifting with our relationship with the RRB, this had been delayed but that she still planned to write to him.
- 6.3. **Employment SIG:** Anne Fox said that the employment SIG paper was at the design stage and almost ready for publish.

ACTION: Anne Fox to write to Bob Neil MP.

7. Reflections on probation and update on Working Links

- 7.1. **Working Links:** [Anne Fox said that the MoJ have issued a ministerial direction regarding Working Links](#). Letters between the Secretary State for Justice David Gauke MP and Permanent Secretary Richard Heaton confirm that debts owed to voluntary organisations after the collapse of Working Links are to be settled. Anne Fox said the only organisation that this doesn't apply to is a community chaplaincy who were commissioned to deliver services via the rate card. Clinks continue to push for their debt to also be settled. Anne Fox said all organisations involved now have contracts with Seetec.
- 7.2. **Pace of change and communication:** Jess Mullen said the pace of change of probation reform was very fast, with many engagement events being held at short notice over a number of weeks. Anne Fox added that they asked Clinks to publicise events which are then almost immediately sold out.
- 7.2.1. Linda Bryant raised concern that the Innovation Partner resembled a similar structure to the CRCs and questioned whether lessons had been learned.
- 7.2.2. Rod Clarke said that the information was written by procurement staff and they were not being clear about accountability and management structure. He said the most important parts of the system were the role of commissioners, the size of units and clarity of accountability for delivery. He said when the education contracts went live under the DPS, they didn't have accountability structures and therefore people don't know what governors are being held to account to deliver. He said they should have worked the other way round - focus on how to structure the NPS and how it will operate, rather than obsessing over contracts. Contracts are a means to an end.
- 7.2.3. Jess Mullen said a key factor for the pace of change being too quick, was the Innovation Partner procurement needing to begin too soon, and the dynamic framework being included in the same business case as the innovation partners. Anne Fox suggested time pressure also stemmed from the government working so long on proposals they later dropped after consultation.
- 7.2.4. Jess Mullen said she had asked officials whether the voluntary sector strategy previously developed would still apply, and their answer had been that the principles would apply, but suggested that it would not exist as an entity in the same way as previously intended.
- 7.3. **Local commissioning under the dynamic framework:** Chris Stacey and Rod Clarke said there was a lack of clarity on how the national dynamic framework would be used to commission services locally and who would be responsible for making those decisions. Nicky Park suggested the RR3 do some work on exploring lessons from the education DPS to inform issues of the probation dynamic framework.

7.3.1. Jess Mullen said that Clinks, in partnership with the Prisoner Learning Alliance were coordinating a roundtable with governors, providers and officials to explore how lessons from the education DPS could inform the dynamic framework.

Action: Jess Mullen to contact Nicky Park regarding the DPS roundtable.