

## **RR3 Reference Group on a 'Whole Systems Approach' women in contact with the criminal justice system - Terms of Reference**

### Background:

The Reducing Reoffending Third Sector Advisory Group (RR3) has established a 2025-26 Special Interest Group on a 'Whole Systems Approach' for women in contact with the criminal justice system.

This follows the establishment of the Women's Justice Board (WJB) and the accompanying Partnership Delivery Group (PDG), with this SIG instituted in order to provide feedback to both bodies from the perspective of the voluntary sector working in criminal justice. PDG members will be invited to input into the work of the SIG.

The Group will initially focus on the 'Whole Systems Approach' deliverable as part of the PDG's work, but there could be scope to expand work dependent on circumstances.

This group's terms of reference sits alongside [the terms of reference for the main RR3](#).

### Membership

Sam Julius (Clinks Director of National Influencing & Networks) will chair the SIG, with the support of Jackie Lowthian (Clinks Women's Network Coordinator). Nicola Drinkwater will sponsor the Group in her role as the RR3 seat-holder for women. Ministry of Justice and HMPPS officials will also act as co-sponsors of the Group. The following officials (though this may be subject to change) will join the group, from the outset:

- Jason Nickeas
- Shena Clarke
- Claire Morley
- Anna Mullaney

Further membership of the group will be made up of voluntary sector organisations, who will be recruited through Clinks' communications channels, and PDG members – who will be contacted by Clinks. Meetings can also be attended by relevant permanent members of the RR3, which will be confirmed through direct expressions of interest from RR3 seat holders. These will be confirmed in due course.

### Purpose:

To advise the Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS) officials on the successful delivery of an 'Whole Systems Approach' for women in contact with the criminal justice system. The Group will focus on leveraging the expertise of voluntary organisations who work with women in contact with the CJS.

The Group will seek to:

- Gather evidence regarding the key elements for a 'Whole Systems Approach' (WSA) for women, through Clinks' Network Forum meetings and standalone SIG sessions
- This will include developing the evidence base, exploring the benefits of co-commissioning, as well as highlighting areas of best practice and challenges
- It will also explore how WSAs can enable earlier intervention through the diversion of women away from the criminal justice system
- Develop a final output based on the intelligence gathered from the Women's Network Forum that can be used to inform the implementation of relevant deliverables from the PDG's work.

There may be further scope to:

- Build on previous work done by Clinks in the area of early intervention, in order to further develop recommendations designed to support in the implementation of additional PDG deliverables

The session/s will produce an output, aligning with the timeframe of the work of the WJB and the PDG, that will be shared with Nicola Drinkwater for final comments (in her capacity as the RR3 seat-holder for women), with Clinks retaining editorial control in its role convening the RR3. The first session of the SIG will be held in September. Draft output/s will also be shared with the officials acting as co-sponsors of the Group, as well as with WJB and PDG members.

#### Officials

The Group will include input from a range of officials from the MoJ/HMPPS that will liaise with the group on an ad-hoc basis, which will be subject to change based on the future direction of the Group, with additional officials to be invited depending on the topics being discussed. The official co-sponsors are listed above.

#### Frequency

Meetings to be convened when required, with establishment of sessions to be supported by Clinks' Women's Network Coordinator. RR3 chair, sponsors and secretariat will update on the agreed schedule of meetings as early as possible.

#### Communication

Officials will be open with information when they can, with the caveat that some information shared with the group may not be in the public domain yet and must not be shared publicly. Products discussed will be subject to further development and input from senior officials and will be shared with the WJB and PDG, ahead of publication.

All group outputs will be published on the Clinks website, with comments from participants not attributed. Both group members and officials will have the opportunity to review outputs prior to them being published.