

Finding the thread: Where does the criminal justice system sit in terms of tackling multiple disadvantage?

MEAM Summit May 2025

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Aim

To provide an opportunity to explore and discuss how the criminal justice system is organised and the complexities within it, and how this can impact on supporting people facing multiple disadvantage. Understanding the Criminal Justice System better can support the building of stronger links

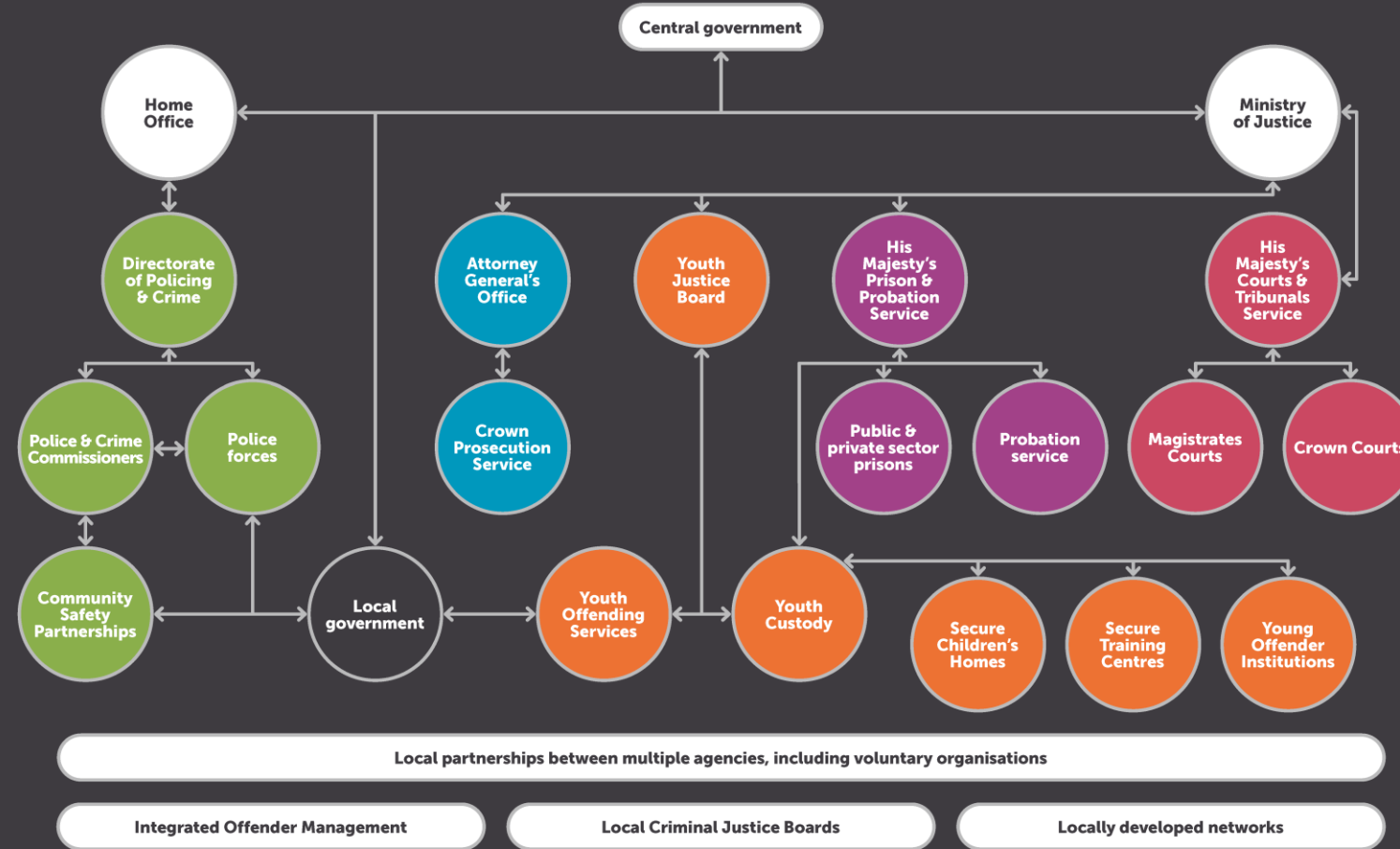
About Clinks

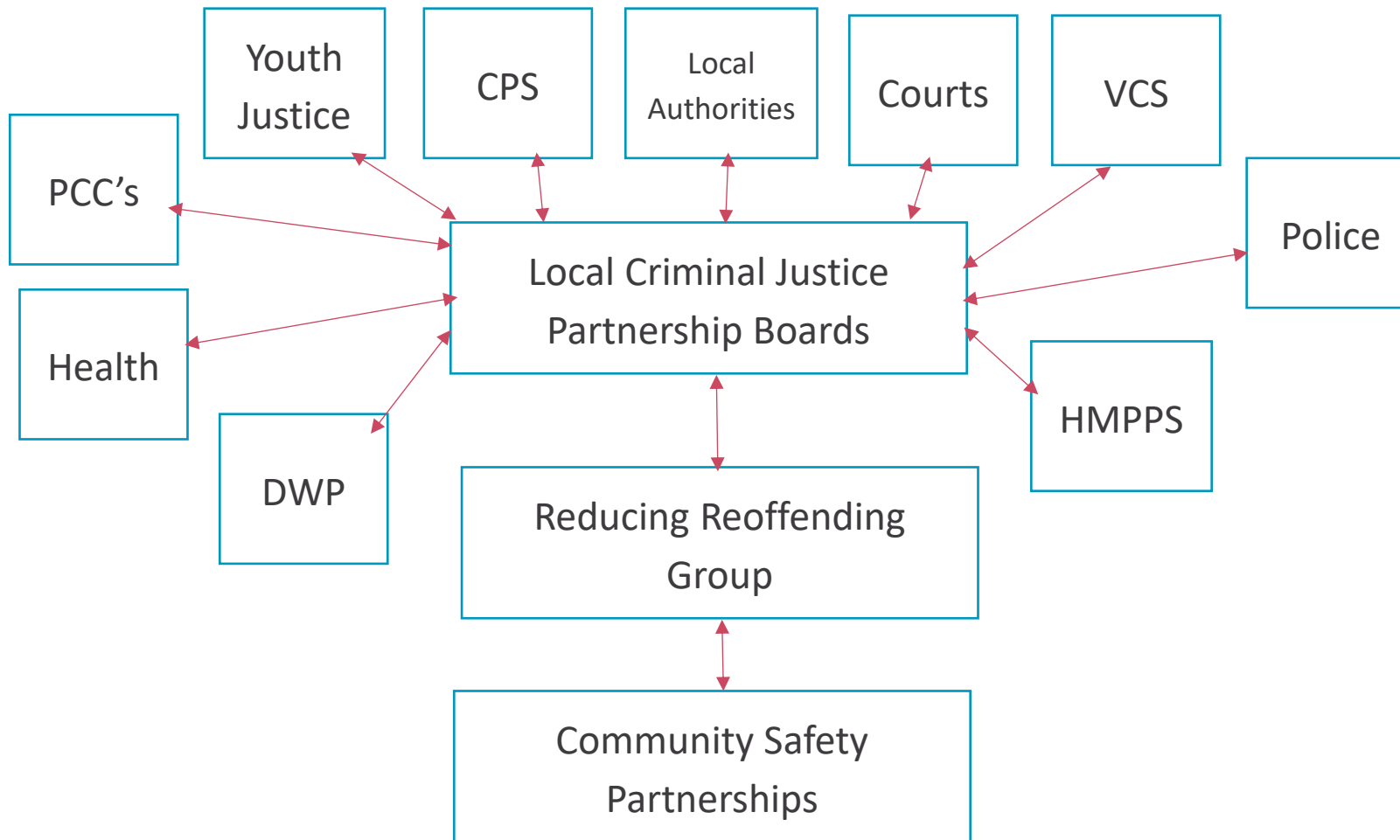
Clinks is the national infrastructure charity dedicated to supporting voluntary organisations working with people in the criminal justice system and their families. We support, promote, and advocate for our members and the wider voluntary sector across England and Wales.

Our vision is of a vibrant, independent and resilient voluntary sector that enables all people in the criminal justice system, and their families, to transform their lives.

Our mission is to understand the needs of the voluntary sector working in criminal justice in England and Wales and the people they support to enable us to engage, support and achieve change with and on behalf of the sector, whilst challenging inequality across the criminal justice system.

An overview of the criminal justice system





CEO, DG and Director Structure



Phil Cople
Director General CEO



Michelle Jarman-Howe
Director General of Operations

Area Executive Directors



Ian Barrow
Wales



Alan Scott
North West



Gabriel Amahwe
London



Helen Judge
North East



Sarah Chand
Midlands



Sara Robinson
South East
and East



Chris Jennings
South West and
South Central



Kim Thornden-Edwards
Chief Probation Officer



Sarah Coccia
Chief Operating Officer
Prisons



Ed Cornnell
Executive Director
Youth Custody Service



Neil Richards
Executive Director
Custodial Contracts



Richard Vince
Executive Director,
Directorate of Security



Dominic Herrington
Executive Director
Transforming Delivery
Directorate



Hannah Meyer
Executive Director
Strategy, Performance
and Corporate Delivery



Jim Barton
Executive Director
HMPPS Change

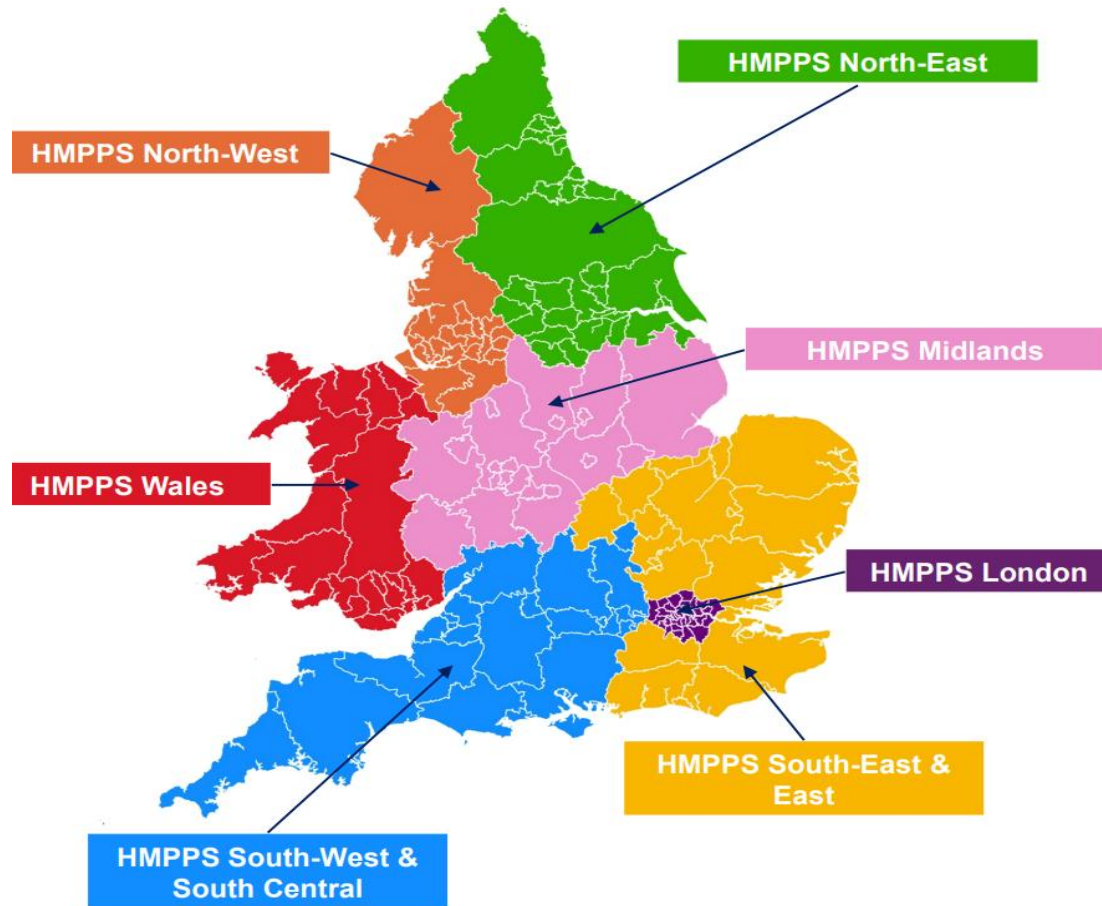


Linda Kennedy
Executive Director
Prison Supply



Matt Grey
Executive Director
Rehabilitation

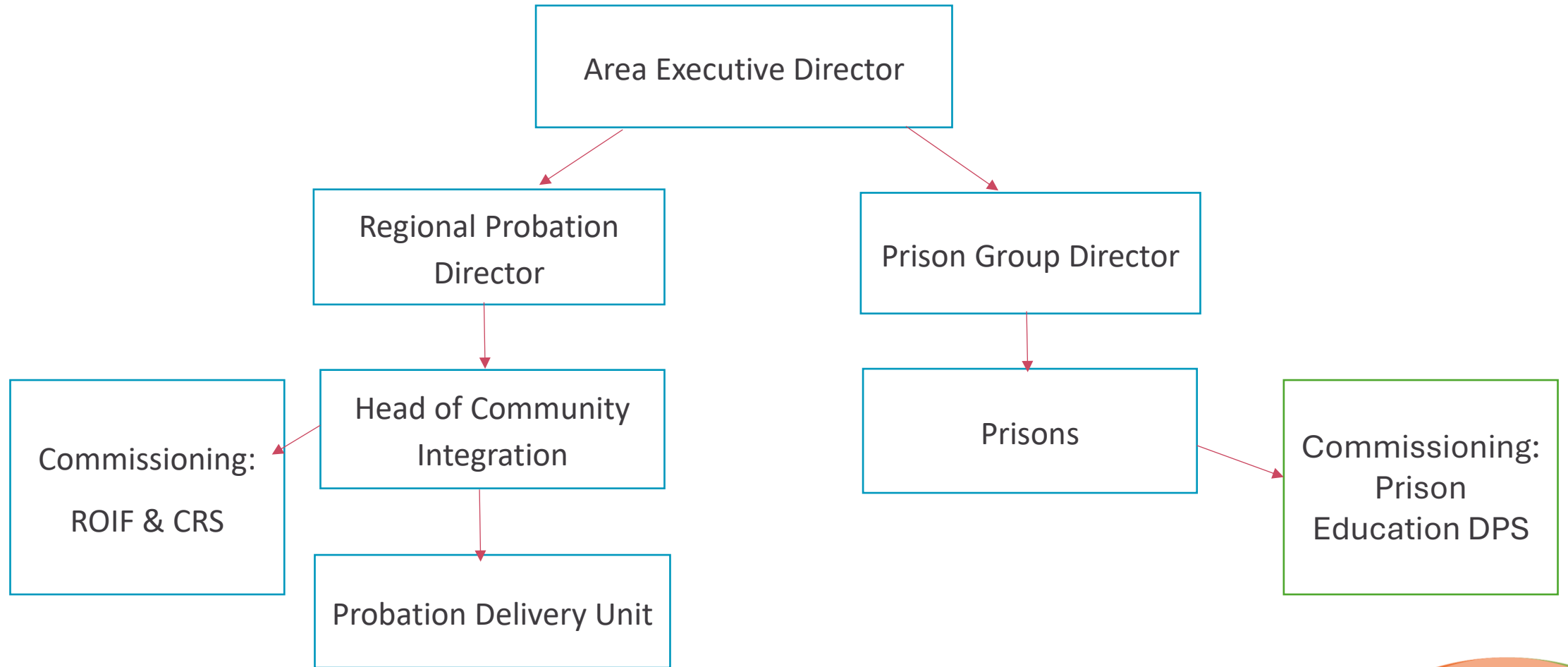
HMPPS Area Model: Six Areas and Wales



The Area Model intends to deliver:

- Maximised prioritisation on the frontline for staffing and resources
- Fewer national change programmes so that the frontline can focus on day-to-day delivery
- Seniority closer to the frontline to take decisions and simplify processes for getting things done
- Greater freedom for areas to set out “how” they will achieve HMPPS objectives
- A greater share of funding to be decided at area level and opportunities to pool resources
- More opportunity to build the relationships that make it easier to unblock issues
- Shared incentives and objectives to make delivery more seamless
- Collaboration being the default where services overlap

We will now take time to work through how we can develop the model to deliver these things, through engagement with staff.



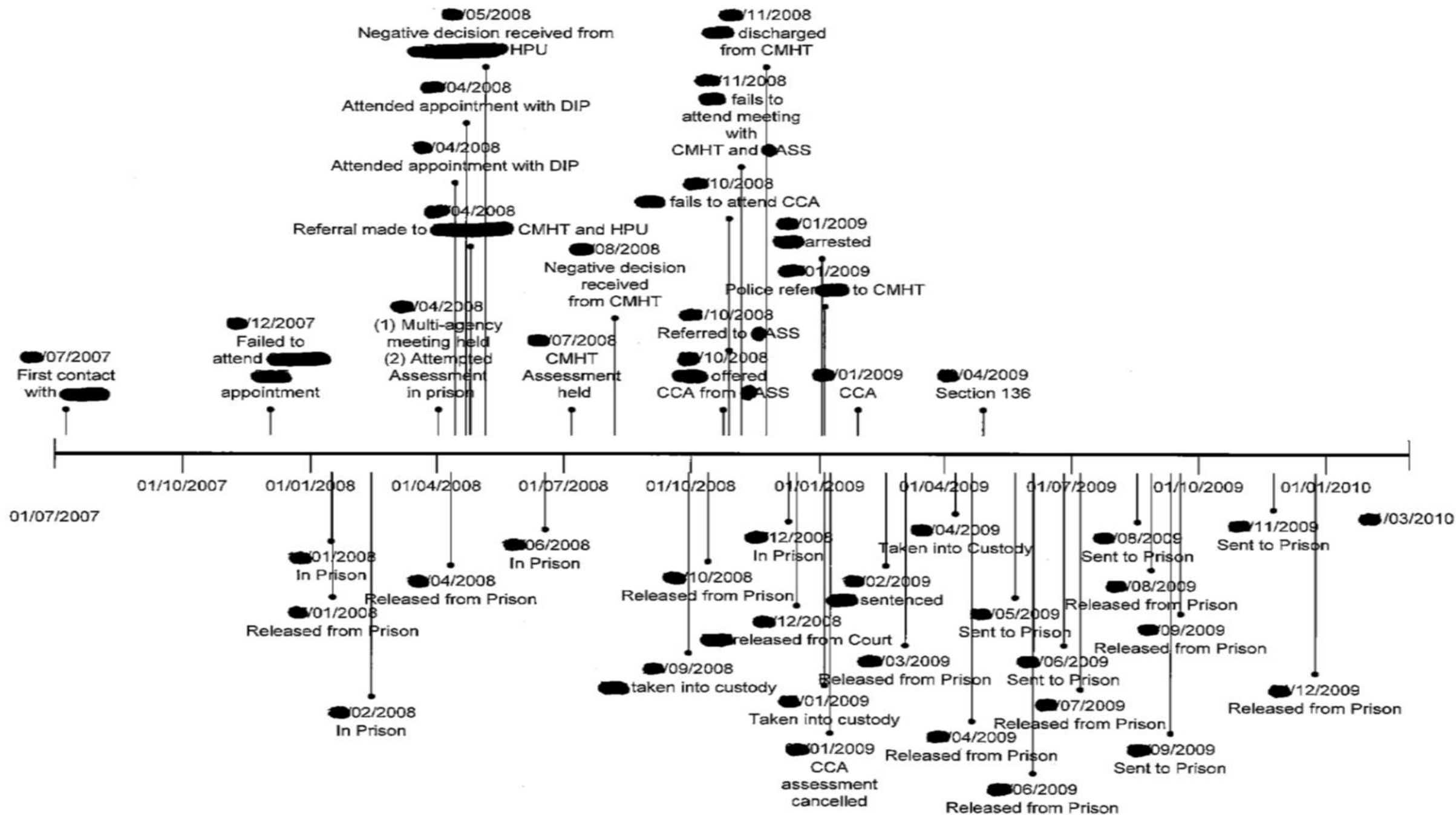
Quiz Time.....

Menti.com Code: 7783 7334



Challenges

- Lack of central Government legislation and policy development, implementation and the investment needed in long term strategies to address the needs and improve the experiences of people in the CJS.
- Covid-19 – lockdowns in prisons and secure estate extended much longer than in the community which has increased implications on mental health, engagement with meaningful opportunities and purposeful activity and family ties
- Backlog in courts and longer sentences causing huge impact on prison capacity, remand population (those waiting for sentencing)
- Punitive Attitude to those in the CJS
- Funding
- Prison overcrowding – early release scheme



Voluntary Sector

The voluntary sector in criminal justice includes small, volunteer-run community groups and large national organisations, which employ hundreds of people. Many use a mix of paid and voluntary staff. Thousands of voluntary sector organisations don't specifically provide their services for people at risk of entering, or with experience of the CJS, but include them within their clients because of the nature of their work. These can include:

- Arts – Art / Theatre / Music groups
- Children and Families centres / organisations
- Drug & Alcohol support services
- Disabilities
- Education & Employment
- Faith groups
- Health and wellbeing
- Housing & homelessness support
- Mentoring support
- Older people in prison
- Race
- Sport
- Veterans
- Victims services
- Women's services / centres
- Youth groups

Discussion:

What are the challenges your partnerships face when working with the CJS?

How do we collaborate to overcome the challenges?

Clinks Training and Events

- Area Based and Thematic Criminal Justice Forums
- Why Gender Matters Training – 10th and 11th June (am)
- Navigating the CJS Training – 19th June (am)
- Working and Volunteering in Prisons Training – 26th June (am)
- www.clinks.org/events

Acronyms

- CJS – Criminal Justice System
- HMPPS – His Majesty’s Prisons and Probation Service
- MoJ – Ministry of Justice
- HMP – His Majesty’s Prison
- HDC – Home Detention Curfew
- RPD – Regional Probation Director
- HOCl – Head of Community Integration
- ROIF – Regional Outcomes and Innovation Fund
- DF – Dynamic Framework
- DPS – Dynamic Purchasing System
- PCC – Police and Crime Commissioner
- CSTR – Community Sentence Treatment Requirement
- L&D – Liaison and Diversion
- MH – Mental Health
- YOI – Young Offenders Institute
- OMiC – Offender Management in Custody
- LCJB – Local Criminal Justice Board
- CSP – Community Safety Partnership
- RRB – Reducing Reoffending Board
- IOM – Integrated Offender Management
- VCS – Voluntary and Community Sector

CJ organisations & info sources

Clinks

Prison Reform Trust

Howard League for Penal Reform

Revolving Doors Agency

Centre for Crime and Justice Studies

Criminal Justice Alliance

Unlock

Our vision

is of a vibrant, independent and resilient voluntary sector that enables all people people in the criminal justice system, and their families, to transform their lives.

Our mission

To understand the needs of the voluntary sector working in criminal justice in England and Wales and the people they support to enable us to engage, support and achieve change with and on behalf of the sector, whilst challenging inequality across the criminal justice system.

Become a member

Our strength comes from our membership and over 500 organisations have already joined. The more members we have, the more powerful our voice becomes.

Join today

www.clinks.org/membership

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