

## **Award of Funding Towards Education, Training, and Employment Support for Those on Probation in Suffolk**

**Subject:** Award of funding towards education, training and employment support for those on probation in Suffolk

**Originator:** Head of Policy and Performance

**Decision Number:** 30 - 2026

**Reason for Submission:** For Decision

**Submitted to:** Police and Crime Commissioner

### **Summary**

1. Investing in initiatives which reduce crime and reoffending, working in partnership to support the criminal justice system and enhancing community safety are all key commitments in the Police and Crime Plan 2025-29.
2. This proposal, if agreed, will establish a provision in Suffolk that will support people on probation having access to Education, Training and Employment opportunities.
3. This follows the successful pilot scheme in financial year 25/26 where an Employment Project Lead was seconded from His Majesty's Prison Service to run a provision in the community. The East of England Probation Service and the Police and Crime Commissioner for Suffolk have worked together to procure a service that builds on the success of this pilot.
4. The Probation Service Regional Outcome and Innovation Fund (ROIF) which supports rehabilitation will be utilised for this opportunity, alongside match funding from the Police and Crime Commissioner for Suffolk.

5. A short tender process has been run via the 7F Commercial Services Atamis Quick Quote process. Following the evaluation of the submissions, MENTA has been successful and will receive grant funding of £58,080 to deliver education, training and employment opportunities for people on probation in Suffolk, over a 12-month period.

## **Recommendation**

It is recommended that the PCC:

1. Enters into the attached Memorandum of Understanding (MoU) agreement with the East of England Probation Service to receive £30,000 from the Probation Service Regional Outcome and Innovation Fund (ROIF).
2. Uses the £30,000 from the ROIF and provides additional match funding, to award a grant of £58,080 to MENTA to deliver education, training and employment opportunities for people on probation in Suffolk, over a 12-month period.

## **Approval by PCC**

The recommendations outlined above are approved.

**Signed:** Tim Passmore

**Signature:** 

**Date:** 30 September 2026

## **Detail of Submission**

### **1. Objective**

- 1.1 To ensure all prison education, training and employment (ETE) activities are followed up in the community whilst also embedding arrangements for people on probation, both on community orders and post release, to successfully access education, training and employment opportunities.

### **2. Background**

- 2.1 Regionally, 48% of male and 56% female prison leavers have an education, training and employment need. While the need is less for people on community sentences (36%), it is still significantly higher than the general population. People who leave prison with strong foundations in place to make a success of their lives are less likely to reoffend (East of England Reducing Reoffending Plan 2022-2025).
- 2.2 A pilot scheme was run by the East of England Probation Service for 12 months across Norfolk and Suffolk, where an Employment Project Lead was seconded from the His Majesty's Prison Service to provide provision in the community. The specific aim of the pilot was to increase the number of people on probation who obtained and sustained employment. Prior to the pilot, dedicated support services to help people gain employment were only available pre-release from custody.
- 2.3 The pilot ended when the post holder moved roles, and subsequent sole funding within the East of England Probation Service was not identified to continue this work. The pilot was considered a success, with 116 people across Norfolk and Suffolk supported to achieve Education, Training and Employment (ETE) goals (and 47 achieving employment). The East of England Probation Service and the Office of the Police and Crime Commissioner sought to continue the promising work completed, up to this point, in Suffolk.
- 2.4 The Probation Service ROIF, which supports rehabilitation, was identified as a way of securing funding for this opportunity, alongside match funding from the Police and Crime Commissioner for Suffolk.

### **3. Specification and Evaluation**

3.1 The specification for the ETE provision is included in Appendix 1. Specific requirements set out include the following:

- 1 FTE expected, including contingency arrangements, for 12 months (with the potential to extend) to work across Suffolk. This is expected to start by October 2026.
- To be co-located with probation for at least 1 day per week (subject to vetting and security requirements).
- Provide a mixture of face-to-face and online support.
- Establish and maintain links with Prisons, Probation and the Department of Work and Pensions.
- Have skills, experience and knowledge of supporting ex-offenders.
- Support between 70-90 people on probation with ETE goals within 12 months.
- Support approximately 40 people to achieve job offers and employment.

3.2 A total budget of between £50,000 - £60,000 was set out in the specification.

3.3 Bids were invited via the 7F Commercial Services Quick Quotes system as the total award was due to be under £60,000, and three responses were received.

3.4 The responses were considered by a panel of three evaluators (two from Suffolk OPCC and one from the East of England Probation Service), and MENTA obtained the highest overall score. MENTA's costs proposal was £58,080; the remaining two bids were £58,750 and £60,000 respectively.

## **4 Other options considered**

- 4.1 There is currently a gap for dedicated education, training and employment support for people on probation in the community, following the East of England Probation Service regional ETE Commissioned Rehabilitative Services (CRS) contract with Interventions Alliance being terminated in 2024. Any future dedicated ETE services may only be included as part of the “holistic” model for the Re-Commissioning of CRS services.
- 4.2 There are community organisations providing support to specific cohorts of people on probation alongside support from probation practitioners, and PCC funding has been awarded to such organisations, although reach across Suffolk is considered limited. It is therefore an option to continue a fragmented approach until further CRS services are recommissioned. However, utilising both the ROIF and PCC funding for dedicated coordinated support across Suffolk, following successful outcomes already demonstrated in a pilot provision, is considered the most advantageous option to deliver the Police and Crime Plan commitments. Arrangements have been put in place to ensure those supported are not double counted by different services commissioned by the PCC and partner organisations.

## **5. Strategic aims / objective supported**

- 5.1 In April 2025, the Police and Crime Commissioner (PCC) published the new [Police and Crime Plan for 2025-2029](#). This plan emphasises a strong commitment to investing in initiatives which reduce crime and reoffending, work in partnership to support the criminal justice system and enhance community safety.
- 5.2 Enhancing employment opportunities for ex-offenders and improving opportunities and outcomes for people who offend are also strategic aims of the Suffolk Reducing Reoffending Board, chaired by the PCC for Suffolk (deputy chaired by Probation Service leads in Suffolk).
- 5.3 The decision for the PCC to provide match funding to award a grant to MENTA to deliver support for those on probation directly supports the PCC’s commitment within his Police and Crime Plan and the strategic aims of the Suffolk Reducing Reoffending Board.
- 5.4 The Local Criminal Justice Board (LCJB) for Norfolk and Suffolk has made a recommendation that organisations that provide gateways to employment, as this provision will, are mindful of the disparity in accessing employment, education

and training for ethnic minority prisoners upon release. In addition, in recognition that 30-50% of the prison population in England and Wales is neurodivergent (MoJ estimate), the LCJB also recommended that services monitor disparity in outcomes for neurodivergent people in accessing employment and look at ways to address this if disparity is found.

- 5.5 The specification for this grant award includes being mindful of these specific disparities and taking a proactive approach to address barriers faced by people with these characteristics. Ensuring this funded intervention is aligned to this identified need is a mechanism to demonstrate that the requirements set out in the Public Sector Equality Duty (Equality Act 2010) are being considered and enacted.

## **6. Financial and other resource implications**

- 6.1 The total grant of £58,080 will be made up of £30,000 from the Probation Service Regional Outcome and Innovation Fund (ROIF - transferred to the PCC via a MoU), and £28,080 from PCC Funding. This will come from reserves set aside to deliver the priorities of the Police and Crime Plan for reducing reoffending, and initiatives for young people.
- 6.2 The grant recipient will invoice the PCC for the grant after which the transfer of funds will be arranged within 30 calendar days.

## **7. Environmental Implications**

- 7.1 There are no specific environmental implications to note regarding this decision report.

## **8. Other implications and risks**

- 8.1 The award of the grant is subject to successful vetting of staff at MENTA. There is a potential risk that a delay in this process, or a failure to obtain successful vetting, would delay the start of the project. This is mitigated by way of a structured mobilisation plan, and online support and employer engagement activities can be commenced in any interim period.
- 8.2 The grant recipient will also need to satisfy information assurance and security requirements. An information sharing agreement is already in place between the East of England Probation Service and the grant recipient, and the MoU between the East of England Probation Service and the PCC sets out the collaborative working and responsibility to ensure these requirements are met.
- 8.3 There are no other major implications or risks associated with this decision paper.

## Originator Checklist (must be completed).

Please state 'yes' or 'no'

| Checklist Item                                                                                                                      | Yes / No |
|-------------------------------------------------------------------------------------------------------------------------------------|----------|
| Has legal advice been sought on this submission?                                                                                    | No       |
| Has the PCC's Chief Finance Officer been consulted?                                                                                 | Yes      |
| Have equality, diversity and human rights implications been considered, including equality analysis, as appropriate?                | Yes      |
| Have human resource implications been considered?                                                                                   | Yes      |
| Is the recommendation consistent with Police and Crime Plan objectives?                                                             | Yes      |
| Has consultation been undertaken with people or agencies likely to be affected by the recommendation?                               | Yes      |
| Has communications advice been sought on areas of likely media interest and how they might be managed?                              | No       |
| Have environmental factors been considered?                                                                                         | Yes      |
| In relation to the above, have all relevant issues been highlighted in the 'other implications and risks section of the submission? | Yes      |
| Is this report a Confidential Decision?                                                                                             | No       |

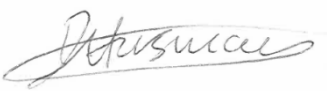
If yes, please state reasons below:

## Approval to submit to the decision-maker

### Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report, that the recommendations have been reviewed and that this is an appropriate request to be submitted to the PCC.

**Signed:** Darren Horsman

**Signature:** 

**Date:** 18 September 2026

### Chief Finance Officer (Section 151 Officer)

I certify that:

- a) there are no financial consequences as a result of this decision,  
Or
- b) the costs identified in this report can be met from existing revenue or capital budgets,  
Or
- c) the costs identified in this report can be financed from reserves  
And
- d) the decision can be taken on the basis of my assurance that Financial Regulations have been complied with.

**Signed:** Colette Batson

**Signature:** 

**Date:** 18 September 2026

**Public access to information:** Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential'. Where information contained

within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.



# **MEMORANDUM OF UNDERSTANDING**

between

**Suffolk Police & Crime Commissioner**  
(Lead Commissioner)

and

**East of England Probation Service**

(Co-Commissioner)

for

**The co-commissioning of rehabilitative and  
resettlement interventions**



**1. Parties, purpose and principles**

**1.1. The Parties to this Memorandum of Understanding (MoU) are:**

1.1.1. East of England Probation Service (a part of His Majesty's Prison and Probation Service ("**HMPPS**")), operating on behalf of the Secretary of State for Justice of 102 Petty France, London, SW1H 9AJ (collectively, "**East of England Probation Service**").

1.1.2. Suffolk Police and Crime Commissioner whose registered office is at Police Headquarters, Portal Avenue, Martlesham Heath, Ipswich, IP5 3QS (Hereinafter "**Lead Commissioner**")

together, the "**Parties**" or individually a "**Party**".

1.2. The purpose of this MoU is to agree a general approach to the co-commissioning of and co-investment in rehabilitative and resettlement services between the Parties.

1.3. The Parties shall commit to work together to agree co-commissioning plans and the procurement of Education, Training and Employment support services through the Provider: (company number [TBA]) as set out in Annex 4 (the "**Services**") for a period of 12 months from 1<sup>st</sup> October 2026 onwards.

1.4. The work under this MoU should be conducted in a spirit of cooperation in order to achieve the shared aim of reducing reoffending and delivering public services effectively and efficiently. Both Parties agree to act in good faith to support the objectives and principles of this MoU and adhere to the Co-Commissioning Principles listed in Annex 1 to this MoU.

1.5. The following principles will govern any work carried out under this MoU:

1.5.1. Each Party will share relevant information with the other Party as openly as possible and make decisions as transparently as possible with regard to the other Party.

1.5.2. Each Party will ensure that its own internal governance and financial management requirements are satisfied and each Party will provide support as reasonably requested by the other Party to satisfy that Party's governance and audit requirements. The Lead Commissioner will share evidence of their budgetary and procurement approval with the other Party for their records.

1.5.3. Each Party will have a role in specifying the Services and any supporting requirements (e.g. performance, payment, IT, staff transfer, vetting, estates, eligibility criteria for the service, cohorts to be targeted, outcomes etc).

1.5.4. Each Party will cover its own internal costs related to procurement and contract management.



- 1.5.5. A governance structure and escalation route is to be established between the Parties to support the co-commissioning and is appended to Annex 3 of this MoU.
- 1.5.6. Any press release or media on the Services will be agreed and undertaken jointly between the Parties. Both Parties will have the opportunity to review and approve any press release or media relating to the Services before its release.
- 1.5.7. If either Party becomes aware of any performance concerns or reputational risk involving the Services, they will ensure the other Party is made aware.

## **2. Term and Termination**

- 2.1. This MoU commences upon execution of this MoU by both Parties and shall terminate on 30 September 2027.
- 2.2. The Parties acknowledge and agree that the term of the MoU can only be renewed or extended with the prior written agreement of all Parties.
- 2.3. This MoU is expressly subject to budgetary allocation and availability of funding. East of England Probation Service may, by giving 30 days written notice to the Lead Commissioner, bring this MoU to an end in the event that funding allocated for the purposes of this MoU is withdrawn, reduced, or otherwise becomes unavailable.
- 2.4. Should such funding not be allocated, or be withdrawn, this MoU shall cease, the service shall conclude, and the East of England Probation Service shall not seek or agree to any further extension.
- 2.5. East of England Probation Service may terminate this MoU immediately by serving a written notice on the Lead Commissioner if the funding contributions made in accordance with Clause 3 or any part of them are being used for any purpose other than in accordance with this MoU and the service requirements and outcomes described in Annex 4.
- 2.6. East of England Probation Service may terminate this MoU by giving 14 days' written notice if the Lead Commissioner fails to deliver the service requirements and outcomes described in Annex 4.
- 2.7. If the MoU is terminated by East of England Probation Service pursuant to Clause 2.5 or Clause 2.6, the Lead Commissioner will refund East of England Probation Service any funding which East of England Probation Service has pre-paid pursuant to Clause 3.

## **3. Funding Contributions**

- 3.1. East of England Probation Service shall allocate £30,000 in line with its budget for the period up to 31/3/2027, as per the table below.

|  |                  |
|--|------------------|
|  | <b>CY1 26/27</b> |
|--|------------------|



|                |         |
|----------------|---------|
| <b>Payment</b> | £30,000 |
|----------------|---------|

- 3.2. The Lead Commissioner shall allocate £30,000 in total for the duration of this MoU, as per the table below.

|                |                  |
|----------------|------------------|
|                | <b>CY1 26/27</b> |
| <b>Payment</b> | £30,000          |

- 3.3. East of England Probation Service shall pay its funding contributions in arrears to the Lead Commissioner, as outlined at Clause 3.1 and in accordance with the following schedule:

| <b>Invoice Number</b> | <b>Payment Amount</b> | <b>Date to be Invoiced</b> |
|-----------------------|-----------------------|----------------------------|
| 1                     | £30,000               | 1/10/2026                  |
| <b>TOTAL</b>          | £30,000               |                            |

- 3.4. The Lead Commissioner is responsible for payment of the Provider(s) of the Services (the “**Provider(s)**”) pursuant to and in accordance with the terms of the contract(s) or grant(s) (as applicable) entered into between the Lead Commissioner and the Provider(s) (the “**Contract(s)**”). A joint cost impact assessment shall be carried out by the Parties, adhering to the best practice principles of should cost modelling, as appropriate, to agree and seek approval of the total cost for the services to be procured.
- 3.5. Any potential savings from the allocated funding shall be discussed by the Parties in good faith and used either to maximise investment in the existing co-commissioned services or to support future co-commissioning arrangements. Any leftover funding that is carried over at the end of the MoU will be specified in a separate written agreement between the Parties.
- 3.6. The use and/or deployment of any additional funding which becomes available to either Party in relation to the services shall be discussed in good faith with the other Party and its use aligned with the co-commissioned services where possible and appropriate.
- 3.7. If the Contract(s) is terminated in advance of expiry, charges may be recoverable proportionate to funds paid by the East of England Probation Service. The sum may be requested either through an invoice raised by the East of England Probation Service or deducted from any further sum becoming due.
- 3.8. Any proposed increase in allocated funding above which is set out in 3.1 and 3.2 shall be subject to prior written agreement between the Parties.



- 3.9. Should payment not be made in full to any Provider by the Lead Commissioner for whatsoever reason throughout the term of this MoU, the Lead Commissioner shall return the funding contributions owed to the respective Party, relative to their contribution at 3.1 and 3.2 above.

#### **4. HMPPS requirements**

- 4.1. It is acknowledged both Parties have various requirements which must be met as part of any funding of Services and they must work together to ensure these requirements are met. The Parties commit to, and to procuring that the Provider(s) commit to, working in good faith to include all of these requirements in all Contracts entered into that arise out of or are associated with this MoU.
- 4.2. The following requirements must be included in all Contracts for the co-commissioning of the Services:
- 4.2.1. The essential services and outcomes (as defined in Annex 4) that need to be provided to any Person on Probation which East of England Probation Service refers.
- 4.2.2. Providers will need to meet HMPPS information assurance and staff vetting requirements as set out in the relevant Probation Instructions and Policy Frameworks and any guidance issued by East of England Probation Service from time to time (as amended from time to time). The current Probation Instructions, Policy Frameworks and guidance are appended to and/or linked from Annex 5 to this MoU.
- 4.2.3. Providers will need to demonstrate Good Industry Practice with regards to the Government's 10 Steps to Cyber Security, currently available at: <https://www.ncsc.gov.uk/guidance/10-steps-cyber-security>.
- 4.2.4. Audit and inspection rights must be included in the Contracts. These should include financial audit as well as HMPPS and HMI Probation representatives inspection rights.
- 4.2.5. Providers need to be made aware of and accept staff transfer (TUPE) requirements (if applicable) and full details of the potential scale and extent of the TUPE should be provided by the relevant Party at the earliest opportunity.
- 4.3. Any Contract (including any variation to an existing Contract) entered into by the Lead Commissioner in relation to the provision of the Services must be procured in accordance with the Public Contracts Regulations or Grants Functional Standards if applicable, and/or any subsequent applicable legislation. The responsibility for all transparency and publishing requirements for contracts or grants will fall to the Lead Commissioner.
- 4.4. Contracts should not be entered into with Providers that trigger any of the mandatory exclusion grounds set out in the regulations.



## 5. Confidentiality

- 5.1. Each Party undertakes that it shall keep any information that is confidential in nature concerning this MoU or the other Party including any details of its business, affairs, customers, clients, Providers, plans or strategy ("**Confidential Information**") confidential and that it shall not use or disclose the any other Party's Confidential Information to any person, except as permitted by this Clause 5.
- 5.2. The provisions of this clause shall not apply to any Confidential Information that:
  - 5.2.1. is or becomes generally available to the public (other than as a result of its disclosure by the receiving Party or its representatives in breach of this clause);
  - 5.2.2. was available to the receiving Party on a non-confidential basis before disclosure by the disclosing Party; or
  - 5.2.3. was, is or becomes available to the receiving Party on a non-confidential basis from a person who, to the receiving Party's knowledge, is not bound by a confidentiality agreement with the disclosing Party or otherwise prohibited from disclosing the information to the receiving Party.
- 5.3. Each Party may:
  - 5.3.1. disclose any other Party's Confidential Information to those of its employees, officers, representatives, subcontractors or advisers who need to know the relevant Confidential Information for the purposes of the performance of this MoU, provided that it shall ensure that each of its employees, officers, representatives, subcontractors or advisers to whom Confidential Information is disclosed is aware of its confidential nature and complies with this Clause 5;
  - 5.3.2. disclose any other Party's Confidential Information to the extent required by law, any court, any governmental, regulatory or supervisory authority (including any regulated investment exchange) or any other authority of competent jurisdiction; and
  - 5.3.3. use Confidential Information only as expressly provided under this MoU or otherwise as and to the extent required for the purpose of exploiting its rights and fulfilling its obligations under this MoU.
- 5.4. Each Party shall comply with the requirements of the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.

## 6. Data Protection

- 6.1. If any personal data (as defined in applicable data protection laws) is proposed to be shared between the Parties ("**Shared Personal Data**"), the Parties shall enter into a data sharing agreement, to be provided by East of England Probation Service, prior to sharing such personal data. Each party shall comply with all



applicable laws in respect of the processing of any Shared Personal Data, including (without limitation) the provision of privacy notices where required.

- 6.2. Each Party shall enter into a separate data sharing agreement with the Provider(s) as required in accordance with applicable data protection laws.
- 6.3. Each Party shall notify the other Party within 24 hours of it becoming aware of any personal data breach or loss of data by the Provider(s).
- 6.4. The Parties have agreed certain obligations relating to the sharing of information that is not personal data in Annex 2 to this MoU.

## **7. Notices**

- 7.1. Notices under this MoU shall be in writing and sent to the address as set out on the first page of this MoU or to the following email address:

7.1.1. Louise.renyard@justice.gov.uk in the case of East of England Probation Service; and

7.1.2. Fraser.cooper@suffolk.police.uk in the case of the Lead Commissioner.

This Clause does not apply to notices given in legal proceedings or arbitration.

## **8. Announcements**

- 8.1. No announcement or other public disclosure concerning this MoU or any of the matters contained in it shall be made by, or on behalf of, a Party without the prior written consent of the other Party (such consent not to be unreasonably withheld or delayed), except as required by law, any court, any governmental, regulatory or supervisory authority (including any recognised investment exchange) or any other authority of competent jurisdiction.

## **9. Variation**

- 9.1. No variation of this MoU shall be valid or effective unless it is in writing, refers to this MoU and is duly signed or executed by, or on behalf of, each Party.

## **10. Third Party Rights and Agency**

- 10.1. A person who is not a Party to this MoU shall not have any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any of the provisions of this MoU.
- 10.2. Save to the extent expressly stated in this MoU, neither of the Parties shall be entitled to contract on behalf of or otherwise bind or act as an agent for the other Party in any way.

## **11. Governing Law**

- 11.1. This MoU and any dispute or claim arising out of, or in connection with, it, its subject matter or formation (including non-contractual disputes or claims) shall be governed by, and construed in accordance with, the laws of England and Wales.



**12. Jurisdiction**

- 12.1. The Parties irrevocably agree that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim arising out of, or in connection with, this MoU, its subject matter or formation (including non-contractual disputes or claims).

**13. Counterparts**

- 13.1. This MoU may be executed in any number of counterparts. All counterparts taken together when all signed, constitute one agreement. A Party may execute this MoU by signing any counterpart.



### **Annex 1: Principles for co-commissioning and alignment of commissioned services**

The following principles should be adhered to irrespective of whether a co-commissioning or “alignment of commissioning” route is adopted:

1. A Joint Needs Assessment should be undertaken to underpin current and future commissioning of services. This should ensure the voice of the person on probation is included.
2. A shared outcomes framework should be agreed in order to monitor progress and performance against the Joint Needs Assessment.
3. All services should aim to achieve better outcomes for offenders, ex-offenders and victims.
4. Service design should be evidence-based, building on recognised best practice and/or testing new innovation and allow for continuous evaluation and improvement throughout the delivery period.
5. Both Parties should be able to comment on specifications.
6. Both Parties should have a role in the evaluation and the letting of the contracts.
7. Both Parties should have a role in regular contract/grant monitoring of the Provider(s).
8. Each Party can commission services independently from one another where it is appropriate to do so.
9. A governance structure will be identified to support these processes.
10. The Lead Commissioner will share all business case and procurement strategy approval evidence with the other Party for audit and accountability purposes before launching with market.

#### **Principles of Co-commissioning**

11. Services and specifications should be designed through collaboration.
12. The Parties will agree at the outset which of them will be the lead commissioner for the co-commissioned rehabilitative services and what the respective roles and responsibilities of each Party will be throughout the process.
13. The services commissioned shall reflect the priorities set out in the Joint Needs Assessment.
14. The Parties will agree at the outset as to which of them will take the lead role in procurement and contract management (this will take account of financial contribution, resources and expertise).
15. Sufficient time is to be given in the design and procurement phases to ensure each Party's governance/sign off processes are achievable.
16. Co-commissioning should be the first option where the above points can be achieved and where it represents the best value for money, and enhances social value.

#### **Principles of “alignment of commissioning”**

17. The Parties should consult with each other before the development and commissioning of new services to ensure that services align and to avoid duplication.
18. Where services are already in existence that have a clear overlap with a new service, alignment should be considered in order to avoid duplication.
19. Outside of contract management, performance information, issues of concern, and examples of best practice will be shared to ensure learning is applied across services.



**Annex 2: Contract Management Information Sharing Protocol**

1. This Annex sets out the information sharing arrangement between East of England Probation Service and the Lead Commissioner who have jointly engaged in securing the provision of the Services in the region.
2. This Annex is not intended to address the sharing of any Shared Personal Data (as defined in Clause 6 of the MoU). If any Shared Personal Data is proposed to be shared between the Parties, the Parties shall enter into a data sharing agreement in accordance with Clause 6 of the MoU.
3. This Annex does not remove or reduce any existing legal obligations or responsibilities of either Party, for example as data controllers or data processors under the UK GDPR and the Data Protection Act 2018. All Parties will be recognised as data controllers in their own right unless otherwise agreed in a data sharing agreement signed by the Parties.
4. The information shared between East of England Probation Service and the Lead Commissioner shall enable both Parties, and the Provider(s), to obtain an understanding of the effectiveness of provision of the Services. This increased understanding will allow for public resources to be targeted at areas where they have the greatest impact and ensure that the public purse is getting value for money.
5. Information transferred between the Parties throughout the duration of the MoU shall be for the purpose of evaluating the Services received from the Provider(s) including performance monitoring and compliance activities. All data provided by the Probation Service will be anonymised and will be in the form of statistical data only. All information pertaining to or identifying any living individual will be removed.
6. The routine information exchange will be for the purposes of collaborative contract management.
7. It is acknowledged that it is each Party's obligation to maintain an adequate and effective system of controls to govern information within their organisations and that East of England Probation Service places reliance on those controls as the underpinning of this MoU.



### **Annex 3: Governance and Escalation Route**

The contract management relationship between East of England Probation Service and the Lead Commissioner in relation to governance and escalation shall be underpinned by the following principles:

#### **1. Contract Management**

- 1.1 During the funding period identified in Clause 2.1, the Lead Commissioner and East of England Probation Service shall meet the Provider(s) on a quarterly basis at a minimum in a medium which suits attendees for the purposes of performance management and contract meetings. These meetings will include a discussion on performance, targets and spend.
- 1.2 During the same said funding period identified, the Provider(s) will provide a quarterly performance report to the Lead Commissioner and East of England Probation Service which is based upon the agreed performance measures.

#### **2. Service Changes**

- 2.1 Any service changes proposed by the Lead Commissioner and/or the Provider(s) shall be disseminated to East of England Probation Service for comment. In the event service changes are required by East of England Probation Service, the Lead Commissioner shall enable direct discussions with the Provider(s) to be undertaken. Any subsequent Contract Change Variations driven by East of England Probation Service shall require East of England Probation Service to approve the reflective documentation prior to contract incorporation to ensure all requirements have been captured.

#### **3. Provider Reviews**

- 3.1 In addition to the quarterly meetings scheduled with the Provider(s), as a minimum East of England Probation Service and the Lead Commissioner shall meet separately no less than once each contract year for the purposes of an annual review. The meeting shall be diarised and minuted, and the agenda shall be developed based on operational requirements which shall capture as a minimum:
  - 3.1.1 overall Provider performance,
  - 3.1.2 potential service changes,
  - 3.1.3 Provider innovation(s),
  - 3.1.4 emerging risks and issues, and
  - 3.1.5 financial stability review of the Provider.
  - 3.1.6 Commissioner strategic review including ending/extension plans
- 3.2 Any barrier(s) identified by either of the Parties that would affect performance shall be raised and discussed with the other Parties, and a plan to address any shortfall in performance will be agreed.
- 3.3 In the event of a Provider(s) service failure event, the Lead Commissioner shall notify East of England Probation Service of any contractual levers it may invoke prior to enactment, to enable East of England Probation Service to ascertain



likely service impacts to the Criminal Justice element of delivery, and in the event delivery and performance is impacted, how these shall be managed.

#### 4. Assigned Personnel

4.1 Initial assigned personnel are in detailed in the tables below. In the event any or all or the personnel change throughout the duration of the MoU, replacement personnel shall be notified and confirmed through email correspondence and an audit trail to this effect shall be maintained.

4.2 East of England Probation Service local points of contact are confirmed as:

|                     | Name            | Role                                    | Email                                                                              |
|---------------------|-----------------|-----------------------------------------|------------------------------------------------------------------------------------|
| Operational         | Henry Griffiths | Head of Suffolk Probation Delivery Unit | <a href="mailto:Henry.griffiths@justice.gov.uk">Henry.griffiths@justice.gov.uk</a> |
| Contract Management | Louise Renyard  | Commissioning & Partnerships Manager    | Louise.renyard@justice.gov.uk                                                      |

4.3 Lead Commissioner local points of contact are confirmed as:

|                     | Name             | Role                                 | Email                                    |
|---------------------|------------------|--------------------------------------|------------------------------------------|
| Operational         | Fraser Cooper    | Head of Policy & Performance         | Fraser.cooper@suffolk.police.uk          |
| Contract Management | Liz Hollingworth | Head of Governance and Commissioning | Elisabeth.Hollingworth@suffolk.police.uk |

#### 5. Escalation

5.1 Escalation personnel are in detailed in the tables below. In the event any or all or the personnel change throughout the duration of the Agreement, replacement personnel shall be notified and confirmed through email correspondence and an audit trail to this effect shall be maintained.

5.2 In the event either Party has any concerning issue which cannot be resolved to adequate satisfaction through the local points of contact, escalation is required to achieve this. Resolution shall be achieved when both Parties are content with the outcome derived.

5.3 East of England Probation Service escalation tiers:

|        | Name            | Role                                    | Email                                                                            |
|--------|-----------------|-----------------------------------------|----------------------------------------------------------------------------------|
| Tier 1 | Louise Renyard  | Commissioning & Partnerships Manager    | <a href="mailto:Louise.renyard@justice.gov.uk">Louise.renyard@justice.gov.uk</a> |
| Tier 2 | Henry Griffiths | Head of Suffolk Probation Delivery Unit | Henry.griffiths@justice.gov.uk                                                   |

5.4 Lead Commissioner escalation tiers:

|  | Name | Role | Email |
|--|------|------|-------|
|--|------|------|-------|



|        |                |                 |                                   |
|--------|----------------|-----------------|-----------------------------------|
| Tier 1 | Darren Horsman | Chief Executive | Darren.horsman1@suffolk.police.uk |
| Tier 2 |                |                 |                                   |
| Tier 3 |                |                 |                                   |

- 5.5 Escalation requires both Parties to be provided an initial information set by email comprising of all relevant details. Acknowledgment of the escalation is required within five working days of receipt, following which both Parties shall endeavour to resolve the escalation within fourteen [14] working days.



#### **Annex 4: Service Requirements & Outcomes**

Regionally, 48% of male and 56% female prison leavers have an education, training and employment need. While the need is less for people on community sentences (36%), it is still significantly higher than the general population. People who leave prison with strong foundations in place to make a success of their lives are less likely to reoffend (East of England Reducing Reoffending Plan 2022-2025).

HM Inspectorate of Probation research has identified:

Employability is a key predictor of the likelihood of reoffending and an important target for intervention to achieve positive outcomes. Those who engage in Prison/Probation education, training or employment (ETE) activities are more likely to be employed and less likely to reoffend than those who have not.

The Probation Service regional ETE Commissioned Rehabilitative Services contract with Interventions Alliance terminated in 2024 and any future dedicated ETE services may only be included as part of the “holistic” model for the Re-Commissioning of CRS services. In recognition of this, work has been developing in Suffolk to develop links with the Department for Work and Pensions (DWP) e.g. to provide drop-in sessions/Single Point of Contacts for local Probation offices and the provider of the Creating Future Opportunities contract (The Shaw Trust) whose aim is to facilitate the rehabilitation of the hardest to reach cohort including enhancing their employability; a Employment Project Lead was seconded from the prison environment to run a pilot provision.

The specific aim of the pilot was to increase the number of people on probation who obtain and sustain employment. Prior to the pilot, dedicated services for employment were only available pre-release from custody. However, for employers to benefit from the potential labour pool that exists within HMPPS in England and Wales, it was felt essential that work-ready candidates are identified pre and post release from custody (prison) and on community/suspended sentence orders.

The Employment Lead role has been responsible for developing the pilot to enable local Probation SPOCs to identify and support people in the community to enable them to obtain employment. The Employment Lead also linked in with the work already completed in custody by Prison Employment Lead and prison-based Employment Brokers who work to identify individuals and secure employment post-release. One of the biggest barriers identified locally, through the pilot, to providing effective ETE services to people on probation was the lack of join up between different organisations. Although HMPS establishments now have Prison Employment Lead (PELs) roles, the Probation Service do not have any similar roles.

It was therefore anticipated that the Employment Lead role would add value beyond the existing structures by encouraging link-up between custodial and community settings, encourage continuity of provision between custody and community and work to support people subject to probation supervision both post release and on community orders to obtain and sustain employment.



Following the success of this initiative, the Probation Service and the Office of the Police and Crime Commissioner for Suffolk are seeking to continue the promising work that has been completed up to this point in Suffolk.

The PCC outlines a commitment in the Police and Crime Plan to reduce reoffending, invest in initiatives which reduce crime, and work in partnership to support the criminal justice system and enhance community safety. Supporting this ETE opportunity therefore aligns directly with this commitment.

The Office of the Police and Crime Commissioner and Probation Service are therefore calling for applications for grant funding to deliver an education, training and employment support, over a minimum 12 month deliver period to a cohort of beneficiaries in Suffolk.

The Probation Service Regional Outcome and Innovation Fund (ROIF) which supports rehabilitation will be utilised for this opportunity, alongside match funding from the Police and Crime Commissioner for Suffolk.

### **Aim & Objectives**

The aim would be to ensure all prison ETE activities are followed up in the community whilst also embedding arrangements in the community for people on probation both on community orders and post release to successfully access ETE opportunities.

The objective would be to operate within the community whilst also reaching into custody and be principally responsible for:

- identifying work-ready candidates on community orders or suspended sentences and through links with Prison Employment Leads for those due to be released from custody.
- referring candidates to work readiness support and ongoing support to enable people to sustain employment. A proactive approach to addressing barriers, particularly when working with people with protected characteristics, and specific neurodiversity needs, is required. Awareness of disparity in accessing employment, education and training for people from an ethnic minority following release from prison is also required.
- matching work ready candidates to suitable identified vacancies supplied by our partner organisations engaged in the pilot, linking in with existing internal and contracted provision to maximise opportunities e.g. CFO Evolution, existing CRS services and commissioned services.
- exploring the viability of establishing community-based employment advisory board sub-groups feeding into the main prison-based EABs (including Norwich prison); continuing to work with DWP to utilise the full range of community-based resources to enhance employability.
- Developing and establishing links with employers and voluntary and community sector organisations in Suffolk, as well as other programmes and initiatives in place such as Connect 2 work.

### **Requirements**



- 1 FTE expected (including contingency arrangements), for 12 months (with the potential to extend) to work across Suffolk (expected start by October 2026)
- To be co-located with probation for at least 1 day per week (subject to Vetting and security requirements)
- Provide a mixture of face to face and online support.
- Establish and maintain links with Prisons, Probation and DWP
- Have skills, experience and knowledge of supporting ex-offenders.

**Anticipated outcomes**

- Support between 70-90 people on probation with ETE goals within 12 months.
- Support approx. 40 people to achieve job offers and employment.
- Develop and maintain established links with employers in Suffolk.
- reduction in barriers to work for offenders who typically struggle more to find employment.



**Annex 5: HMPPS Information Security and Provider Staff Vetting requirements**

**HMPPS Information Security Policy Framework**

[Information Security Policy Framework \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

**HMPPS Security Vetting Probation Instructions**

Available here: [Probation instructions \(PIs\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

**HMPPS Lived Experience Framework**

[HMPPS risk assessed access for personnel with lived experience of the criminal justice system policy framework - GOV.UK](#)

**Guidance:**



CRS Vetting  
Guidance.pdf



**AGREED** by the Parties through their duly authorised representatives:

**Execution**

|                                                                        |                                                                                   |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>Signature on behalf of: Suffolk Police &amp; Crime Commissioner</b> |                                                                                   |
| <b>Signature</b>                                                       |  |
| <b>Print Name</b>                                                      | <b>Tim Passmore</b>                                                               |
| <b>Position</b>                                                        | <b>Police and Crime Commissioner for Suffolk</b>                                  |
| <b>Date</b>                                                            | 30 September 2026                                                                 |

|                                                                   |                                                                                     |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>Signature on behalf of: The Secretary of State for Justice</b> |                                                                                     |
| <b>Signature</b>                                                  |  |
| <b>Print Name</b>                                                 | <b>Hilary Collyer</b>                                                               |
| <b>Position</b>                                                   | <b>Head of Community Integration and Partnerships</b>                               |
| <b>Date</b>                                                       | 1 October 2026                                                                      |