

Interview with Amy Rees, CEO of HMPPS

Amy Rees is the CEO of HM Prison and Probation Service (HMPPS). She is interviewed by Dr Ruth Armstrong who is a visiting scholar at the Institute of Criminology, University of Cambridge, a consultant for Prison Radio International, and a member of the Prison Service Journal's editorial board.

One month into her new role as CEO of HMPPS, Amy Rees talked with Dr Ruth Armstrong about what motivates her in her work, what she hopes to achieve, and how she will approach the changes she hopes to make. Ruth's interview questions were compiled from speaking with people who live and work in HMPPS, and academics who study this field. We hope this interview will give all our readers a sense of who is leading the organisation and what this might mean for the future.

RA: Thank you so much for agreeing to this interview Amy. As one woman to another, can I begin by congratulating you on this appointment, but also admit that while I was delighted by your appointment, I did wonder why on earth you would take on this role? Can you tell our readers something about you that will help us to understand who you are as an individual and what motivates you in your work?

AR: That's a good question, and the first thing that motivates me in my work are all the people I work with. In this job you hear lots of things about the people who work here. You hear a lot about service and our values and our ethics, but what you hear less about is the courage of people who work in HMPPS. People might talk about our values and our ethics, but very few people use the word courage and I think that everyone in my organisation has courage to do what we do in lots of different ways. I know when you think about that, you might think immediately, about kind of physical bravery and courage, and for sure there is some of that, but I think there is a courage that comes every day with carrying the risk of what we do that very few people can really appreciate, and that is from the OSG on the gate, to a probation practitioner in the community, to my job, to Phil Cople's job. It might manifest itself in slightly different ways between people who work in prisons and in probation, but everyone in our service will know about the kind of moments when your stomach flips. It's worrying about serious further offences, it's the responsibility and the risks that people carry every day.

So, what makes me want to do this job is so bound up in that word, courage. I can't imagine many other

things where you would feel such pride about the people who work for you. That's not to be confused with an attitude of 'and we are doing everything brilliantly', but in a way, the more that the organisation has challenges, the more pride that I feel, and the more courage is required to try to turn the ship. So, I guess that's a long way of saying I think this work matters, and of course there are other jobs that also really matter, teaching and nursing etc. but it is definitely one of those professions that matters.

And then added to that, there is something in the heart of what we do, which is again a word that's not very fashionable and we don't use, and that's redemption. We believe in redemption and all that redemption means. So that doesn't mean you don't have to pay back, that is a part of redemption, but it also means there is an opportunity for change and for me, belief in redemption and working with courage is a powerful and compelling combination.

RA: I hear you Amy, and I know so many people in HMPPS who work with such moral courage, but what I'm trying to think about is what is it about you and what drives you personally that means you want to step up to do this high-pressured job. I'll be honest, as I listen to you, I'm imagining you growing up at school playing team sports, and you're five nil down, and you're saying to your team-mates 'heads up, come on, we are in this together, we can do it' ...

AR: You are spot on with that! I was a big hockey player and yes, absolutely, I have that kind of mentality. You know, I definitely am a 'when the going gets tough, the tough gets going' kind of person. I'll admit it is definitely not the easiest job you can do, and I don't do it just because I'm incredibly proud of the people I work with, I do it because it is a part of me, the organisation is in my blood, you know, I mean, I feel like I grew up in this service.

I was at university in the days when there was still 'milk rounds' [job fairs] in universities. I didn't really know what I was going to do. I studied economics, philosophy, and public policy. So, I could have done anything really, apart from being a doctor. And I went to this 'milk round' and I saw the prison service there. And it is the closest thing I can describe to a calling. I

can't explain to you what happened to me that day. I knew without a shadow of a doubt that that is what I wanted to do. And for every tough day between now and then, well, I have never thought 'I don't want to do this'.

To say something really honest, I often wondered in the pandemic, you know, would I still be leaving my two small children and doing a really crap job at home schooling, which I definitely was, if I didn't think this work really, really mattered? If I was making my money in some faceless global corporation, and I don't think I would have bothered to be completely frank. But for me there was no choice. That wasn't even a choice in my head during the pandemic because so many good staff were continuing doing important things, things that really matter to the society we live in, and that is a real motivator for me.

RA: Well, I think so many working parents reading this interview will identify with that! And could I also be nose about your use and definition of the word redemption? Because sometimes people understand redemption as something wishy washy. They don't necessarily understand it as something that can have accountability as part of it. Sometimes it gets confused with the religious concept, and you said it in a very practical and grounded way, 'Yes, we want people to change, we believe in different futures, and there's an accountability aspect to that'. Where does your understanding of redemption come from?

AR: So, first of all, I think one of the reasons it's falling out of fashion is because it's kind of very associated with Christian religion. But I do actually mean it in the religious sense, though not because I'm religious. What I mean by that is, I think the religious sense is very clear in exactly what redemption is — there is an accountability part as well as a new futures part. So, for me it isn't a fluffy concept, it includes the fact you've got to be accountable. There is personal responsibility. There is punishment involved. But there is also the idea of change and moving forward, and a future. And where does that come from? I remember when I was still quite junior in the job, Claudia Sturt was governor of Belmarsh. There was a big double page spread article in the newspaper about her. It wasn't really about anything negative, which is fairly

unusual. It was a profile piece on a female governor who was running this high security prison, which was still odd enough then to be a double page spread. I forget which newspaper, but I remember that she talked about her understanding of the concept of redemption, and I remember being really struck by it and thinking that was a good articulation of what I believed and why I was doing what I was doing.

RA: I could talk with you forever about understandings of redemption, and how HMPPS can support or hinder it, but we must move on, because I need you to explain to me and our readers what exactly your role is and why has it been created? And also, on what basis the restructure that resulted in your role was determined as needed/beneficial right now? We tried to bring prisons and probation together under NOMS back in 2008, if it didn't work then, why will it work now? What is different this time?

AR: In many ways the job is no different from the one that Michael Spurr did — it's the Chief Executive Officer of HMPPS. It's the whole organisation, it's prisons and probation. But most of the time, and in fact for a lot of the time when Michael did it, there was only one director. Now Phil Copple will be the Director General of Operations for the

Prisons, the Probation Service and the Youth Custody Service (YCS), so all of the operations will come underneath him, and we will work together in a partnership that really is similar to the way the organisation ran for a lot of years. And I know we have had all sorts of structural changes, but in the period where there were three of us heading up the organisation, to be honest, that was the anomaly.

So, there has been a period of lots of change within HMPPS, but in some ways this is a return to the way things have been. We are trying to say prisons and probation should be in one organisation. And to be clear, this is all we're trying to say. I am not trying to say we should have one identity or one culture and we should all be the same person and do the same job. We are saying it's important that prisons, probation and the YCS are part of one organisation. What we're not doing, which was what happened in 2008, is anything to do with commissioning. So, we're not trying to say money is going to flow through the organisation differently. This is purely about line management.

There is personal responsibility. There is punishment involved. But there is also the idea of change and moving forward, and a future.

And the other thing I would say to you is this is not in-theory. This model has been tried and tested. It is the one I managed in Wales and has been in place for six years there. So, it is prisons and probation working to the same executive director. They still have the same professional and very distinct identities, but they work to one boss. And what I think that does is drive much closer alignment.

And I have a vision for how this alignment will work, and you'll be wondering what on earth I mean by this, but it's a vision of rockets and boats.

**RA: You're not wrong!
What do you mean by that?**

AR: It is about what we want to do and how we are going to achieve it. My number one priority is improving operational delivery on the front lines. We want prisons, probation and the YCS to deliver and to improve, and to do that, we want to make things better for staff. That is what we want to do. That is our sole objective.

This is where the boats come in. Do you know that famous line the boatman Ben Hunt Davis said was the key to the rowing team winning gold in the 2000 Olympics? He said the one thing that brought that team together was that every single day for the two years training before that race, they all asked themselves the same question about everything they did: 'Will it make the boat go faster?' If the answer was yes, they did it, and if it was no, they didn't.

For me, in my role, my sole objective, my sole question, is asking: Will it make us improve operational delivery at the frontline? I've got two things that I think are equivalent to tinkering with the boat that can make us improve. The first is the way we pay and support our people. We need a modern working offer. We need to think about pensions and pay. We need to think about doing that differently. And the other thing we need to do to redesign the boat to go faster is to find a way to do some long-term financial planning. Our planning cycle is very short term at the moment, and things like building new prisons which is big infrastructure, are very difficult to do on a short-term planning cycle. So those are the kind of two redesigned strategic things I'd like to do to the boat.

But the main thing I can do to make that boat go faster is chuck out a load of stuff from the boat, that

might make it go slower, right? We are one of those boats that are filled with bits of, I don't know, old cushions and umbrellas and disused wood at the bottom in the bows. There's quite a lot we can do to make this boat go faster by stopping doing some things we don't need to do any more, things that are not making our boat go faster. That's one of the things we are trying to achieve with moving back to one HMPPS, we're trying to make the decision makers much closer to the frontline operational staff. And one way to achieve this is to reduce the size of headquarters. That is an explicit aim for me. I want to try and get rid of the stuff that just makes the boat a little bit too heavy.

And then there is the rocket. And that is also related to having one united HMPPS. And it may be a trite and old story, but I'm motivated by the story of the President of the USA visiting NASA, who stops to speak to the man who is sweeping the floor in the space station and says to him, what do you do here? And the man responds: 'I'm putting a man on the moon'. That is all I want from one HMPPS. We might have three different parts of the organisation and have some cultural differences between them, and do different parts of the job, but ultimately, we are all doing exactly the same thing — protecting the public and reducing reoffending. That's what I want everyone in this organisation to think all of the time. What am I doing towards

that? What am I doing to protect the public and reduce reoffending?

RA: That's a very helpful analogy, and the obvious follow up is to ask you, if that is what you want to do — to be sure you invest in front line operational staff so that everything the whole organisation does will better protect the public and reduce reoffending — how will you actually achieve that? What are your priorities for this role, in the short/medium and long term?

AR: How am I going to improve operational delivery on the front line? By stopping doing a lot of stuff. So, we've got a lot of change programs, way too many in my view. I want to cut those. One HMPPS is a way of making that boat go fast because it is a way of making the decision maker closer to the frontline rather than further away and also a way to remove some of

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the apparatus of headquarters. I wouldn't want that to be construed as me thinking people in headquarters lack commitment or do not add value because I do not think that. What I think is they produce a lot of good, even excellent work, but more than the frontline can absorb, so it becomes a self-defeating circle, rather than a self-improving one. We need the frontline to be able to absorb what is happening. And in terms of how we are going to do it, I would just repeat the main message, so people are not confused. I am going to put a great team around me, and I am going to focus on the two strategic issues we have already discussed: How do we have a better offer for staff, number one, and how do we have long term financial planning, so things don't get put in the 'too difficult' box.

There is of course a practical question about how I am going to do this. When I took this job my lead non-exec director said to me, 'Amy, every single CEO I have ever worked with in this job has said to me they're going to be strategic, but then they struggle to be strategic because they end up firefighting each day, you know, poor performance in one prison, things that have happened with staff in another, governments change, new politicians and the rest of it.' And they are right. It is very difficult to be strategic with these day-to-day pressures. So, one of the reasons we've designed ourselves

as we have is so that Phil Copple, as Director General of Operations for Prisons and Probation, and his team will absorb a lot of the day-to-day stuff which happens in our organisation and must be managed, and I will manage a team that will not always get sucked into that day-to-day stuff and we'll manage the strategy. We are still in the transitions phase at the moment, but by January 2023 that will be the structure and that is how we will move ahead, and I don't think we've actually had a go at doing that in the organisation for quite a long time.

RA: One of my main take-aways from conversations with HMPPS staff ahead of this interview is that currently there is an overwhelming sense of disillusionment among prison and probation staff. Your staff are, on the whole, committed people, and especially in probation, people who don't just do a job, they have a vocation — their disillusionment with a whole new restructure makes me wonder if now is a good time to be doing this, arguably on the back

of a massive waste of public money in separating out prisons and probation and fracturing the probation service through privatisation? Is this a good time for the restructure, and what can be done to bring staff along?

AR: One of the things that can really help when bringing people along with change is being clear at the delivery unit level. Let me be absolutely clear what I mean by that. I mean, anyone operating in a probation delivery unit or in a prison, this will mean zero change. So, in their working life, zero change, nothing will happen. The biggest impact to people on the front line is who is their Regional Probation Director (RPD) or their Prison Group Director (PGD) who sets their direction, because what I'm trying to do here is to have less stuff

coming from our headquarters so that those RPDs and PGDs are much closer to the delivery unit. But there is no structural change for people delivering within a prison or within a Probation Delivery Unit (PDU), zero structural change whatsoever. And that isn't just for operational people. It will be the same for anyone who works in those environments, whether you're a caseworker, or whether you do admin in a prison, they should notice zero structural change. So, you might say well, why bother? Well, like I say, it's to try and move resources out of

headquarters and into the frontline and conversely, to protect the frontline, from things coming from the centre.

But one area where I do want to see some change, that I hope will positively impact the day-to-day realities of the work of frontline staff, to make it easier for them to do the jobs they have always done, is to improve the handoffs in the organisation. They are not good enough. As you know, there is a porous boundary between community and custody. People come in and they go out. They serve bits of their sentence in prison and in the community. We must get better at handing on information. I'm hoping that this re-structure will mean that's the only change frontline staff feel. For them, no change to the structure of their daily working life, but prison colleagues will know their probation colleagues' names, and probation colleagues will know their prison colleagues' names. They will know the people doing pre-release sentence planning and they will work together to work out how to make those things happen well. That's what the frontline should feel, the rest of it should be really the same day to day

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to anyone on the frontline, and that includes Prison Governors and Heads of Probation Delivery Units. Quite a big chunk of the organisation should feel no day-to-day change.

RA: Obviously that kind of information sharing and partnership working feels hugely important, especially to me, but can you just explain to our readers, how does the operational change in the centre and moving resources to the frontline both keep everything the same but also help to bring in what is essentially a cultural change, where people suddenly have the capacity and orientation to know each other's names, to pass on information?

AR: It's a good question, and it's about both culture and capacity, and the answer is that the re-structure itself won't change anything, it won't put boots on the ground directly, but it can free up some budgets to make this happen in the way I've explained. We need more prison officers, probation officers, case admin, you know, admin in prison, we need all of that. And you've got to get all of that stuff done. Otherwise, we can restructure ourselves a thousand times, but nothing will change. You need capacity, but you also need culture change, or you won't get the kind of benefits that we're talking about. In Wales I saw it was possible. People do know each other better. Why? Because they sit around the same table. They report to the same boss. They go to the same Senior Leadership Team meetings. And what they really do in those meetings is they hear the problems. They hear the problems, and they think, you can fix that. What we need is to think together, we could fix that.

And the other thing that happens that is so important to understand is that prisons are, by their nature, closed environments, right? Probation staff grow up in their jobs engaging with partners from day one; engaging with others is part of their daily job. They go out, they speak to police forces, they speak to the Police and Crime Commissioner, they speak to local authorities, they've got to. That's their job. We're only really going to reduce reoffending and tie things up when we work as part of a wider system. Probation has the links to do that in a way that prisons never will. I really want them to, but if they're sat in the same team, then they can go and make those connections that can support people into the community. This will be difficult. Stuff doesn't get fixed by me in Whitehall. It

gets fixed by people who know who runs Burnley council.

RA: Can we stick to this day to day working realities for a minute, because strikingly, when I asked colleagues in prisons and probation what to ask you, their questions aligned, and were directly about both recruitment and retention of both prison and probation staff because of how they impact the day to day. A prison governor, who was previously a prison officer, said 'At present it feels hard to see beyond our staffing issues and subsequent lack of regime, so would be keen to hear Amy's thoughts about the way ahead.' A probation officer, with 33 years' experience, wanted to know what is being done about staff retention and especially about keeping staff in front-line case management roles. He was concerned that probation staff go into the job to do this casework, but often find it so hard they find themselves looking for a way out of case management sooner rather than later. So, what are your plans around recruitment, retention of recruits, retention of longer-term staff, and also making the criminal justice profession something your team can feel passionate about and proud of once more?

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AR: I totally agree. But the trouble is those things — recruitment and retention — are interconnected with pay and pensions and with a job that feels and is doable, that you can feel proud of, because there's a powerful combination of things that motivate people. And I don't think for one minute it's pay and pensions solely, because no one would choose this job just for money. You'd go off and do something else. But you do need to remunerate people properly and fairly. And they need to know what they're going to be paid over the next 3 to 5 years. And they need to be able to financially plan. And that is just part of being a good and reasonable employer for all the other things that we've talked about. And if you do these things, staff are in. I hear stories like that all the time and my working assumption is that the thing that's concerning people is probably workload. Right now, workload is directly driven by how many other people I can get to do that job. So, pay and pensions matters because it matters to recruiting staff in a wider market into the organisation in the first place, and retention of all staff matters, because it matters to workload, to how well people feel they can do their job. I mean I've got to

have the right number of people so that the workload is manageable and they feel like they have a shot at managing that risk we talked about right at the beginning, because if there's too many [people on each caseload], it's very difficult to do that and then they don't stay after we give them quite a lot of training, particularly on the probation side.

All of this is definitely bound-up with a modern job offer that people feel is at least right and reasonable, and with getting the workload back in check by chucking stuff out of the boat. Right? Don't get that person to do a load of stuff that doesn't really help either reduce reoffending or protect the public. And I do think we have overlaid a few too many things on the role. But I'm always nervous when I say that to staff because then they think I have unrealistic expectations about all the things we can stop doing. And that is a careful, tricky thing to do. But there are things we can stop doing. That is my view, but that will need careful picking through.

But the main thing I want people working in prisons and probation to know is that we're really focused on it. There are a few things I would just say about that. So, the first thing is you can definitely reassure your readers, we are eyes wide open about the problem of recruitment and retention and we are, you know, back to my sole purpose which is to improve frontline delivery. We know the very first problem in frontline delivery is recruitment and retention and it is actually retention over recruitment because we still recruit quite well. We need to improve retention.

First thing I would say to you is that we are looking at the data. The early signs in July is that retention is just starting to level off, and maybe even dip down. We won't know until after Christmas if that's looking a lot better, because August you can't tell because most people don't change jobs in August, and then there's a data lag, and there is a couple of wider trends going on, which is I think the same in all workforces, which is we have zero movement rate during COVID. Now it's very interesting because what we don't yet know is whether what's happened is a sort of natural storing up of all the people who naturally wanted to change their jobs and all the rest of it or whether we've got a permanent accelerated rate, and it's very difficult for anyone to know that. So, we're really interested in the data.

The best way to learn is to talk to people, so we have done lots of work on why people are exiting. Pay

is in there and you know we've talked a bit about that already and we have signed a three year pay deal for probation and we have got a decent pay award on the prison side that got paid this month, and probation gets paid at the end of October. So, it will be interesting to see genuinely what impact that has for people. But I was only speaking to a probation lead this morning who told me that two of her caseworkers had rescinded their notice and two would come back because of the pay award because they really like the work, but they just didn't get paid enough to live on [in their location] before the pay award. This is just an anecdote and pay is definitely not the sole problem or the sole answer. We have also got a lot of what I term 'hygiene factors'.

I mean things like people having somewhere to buy their lunch, people having somewhere to park their car, people being welcomed properly on the first day. And I think one of the issues is we have had such a lot of recruitment and turnover and COVID, we haven't done some of those basics very well.

But the main thing we have still got to crack is, you could call it mentoring, but really it is feeling like someone loves and cares about the staff. That is hugely impactful. We haven't quite cracked that. We tried lots of different things. Is it the line manager who should do it? Should it be a dedicated team? You know, that's the managing new prison officers or PQUIPs

(probation officers in training) or whatever. But we've definitely got to make people feel more valued. That is the bottom line. And we've got to address workload.

The other thing is workplace, I'd like to share a quick story, which is true. When I got the staff survey back right from probation last year, I couldn't really compare it to anything because it's the first year we've been a full organisation. So, there were 7000 people who had never been in the organisation before. So, you can't do a baseline. So, we just looked at what had happened over the group and band 4 probation officers were noticeably less happy than everyone else. This stood out. So, I went around the country and did a series of deliberately small events that people signed up for, and I started off by saying 'just tell me how it feels for you.' I went to Reading, which is one of the worst places for our recruitment and retention because it's not quite London, so you don't get some of the benefits of London, but it's extremely expensive. I had eight probation officers in there who were all relatively

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young. I would say, you know, the oldest was about mid 30s, and mostly women, not exclusively, but mostly and they were self-selecting. They were there to tell me they were unhappy that was the point of this group, and of the eight of them, three of them had left and come back. What they really told me is that they went to do something else for the same money, which was easier, but it didn't matter as much. They just didn't feel the same kind of love for the work. But they also said they don't want to work 55 hours a week and carry a caseload that's too big — they can't really do that either. And I'm not being falsely positive, it was a hard meeting, I had to take a breath going in and a deep breath afterwards, but I did ultimately feel positive, because I can fix the 55 hours and the workload if I can get the right people into the organisation and train them. I might not be able to fix it quickly, but I can fix that. And what I heard is that underneath it all, I have a work force who are doing a job they want to do, and that's what made me feel positive. The fundamentals are absolutely there, we've got to fix these other things so that people do stay and they feel like they're doing a meaningful job. What I really feel all the time is that we're walking down this tunnel, and I need to keep pointing people towards the light. I really do believe it does exist. But you've got to keep facing that way.

RA: We are getting towards the end of this interview, and I know I haven't left you enough time to answer these last questions, but I don't want to miss them out, so could I ask you to briefly comment on them because I also asked some people in prison and on probation what they would ask you. One person was very concerned about what he saw as political interference in prisoner's progression through the prison system, to open conditions and to release. He wanted to know what you think of these developments, and what you are doing to address people's concerns [at this point Amy kindly pushed her next meeting by ten minutes to be sure she had time to address these questions, but please understand readers, it was my bad timing, not hers, that means these answers are more succinct]?

AR: We live in a democracy and part of my job is to work with Ministers who have a mandate from the ideas in their party's manifesto. And I do think there is

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a very strong place for our professional expertise being heard properly, and this is what I hope will be reassuring for your readers. There is a right and proper tension, but we do get heard on our professional expertise and then between us we [the criminal justice professionals and the politicians] have to work out what the right thing is to do. That is true over a million policy things, not only in justice. We have professional expertise. We have a conversation. We do what we do, and then it's our job to implement policies in the best way that we can.

RA: Someone recently released from prison and on probation had a more specific question, which relates to a broader topic of rehabilitation. He wanted me to highlight the challenges of digital exclusion — how hard it is to get to grips

with life when you have been excluded from technology while in prison. Specifically, he wanted to know not just how this can be remedied, but also how HMPPS might harness technology to support people through the gate, for example through an app that people could use in prison to prepare for release and to access support post-release. I know technology has been on the agenda for years, but what progress has been made and when there aren't even enough staff to get people out for meals and showers, is

it realistic to think things like technological changes that support rehabilitation can be implemented?

AR: We have done a lot of work on that and a big focus in the Target Operating Model is to do better on that transition between prison and the community. And as I said before, One HMPPS is about that as well — about how you do better handovers from prison to the community. We've got a really clear vision and strategy and along with that we have the £550 million that we received to deliver reducing re-offending outcomes — that will really make a difference to making it possible to implement that strategy. But there is a lot more work to do to make the system work as we would want it to, and we haven't had the clarity of focus on it between staffing challenges and transitions, I accept we haven't quite got it. There are parts of it that are starting to come together, like pre-release teams starting to work in prisons, but there's a lot of things we still need to do and one of our senior managers, Helen Ryder, is leading on this work to make that happen.

RA: I know we are really out of time Amy, but one final question if you can squeeze it in, from colleagues in the academic community, who wanted me to ask you what do you think a commitment to rehabilitation and reintegration entails, and how do you intend to minimise the harms that prison does to people inside, to their families and to communities? And to really push it, the one thing I wanted to know, is what is the one thing, when you're retired and meeting up with your friends for a tea and a scone, or chatting with your grandchildren about what you did in life, that you want to be able to say you achieved in this role?

AR: I think rehabilitation and reintegration are intertwined with reducing reoffending and protecting the public which, as I set out earlier, are the things we are all here to achieve and should underpin everything we do. I want everyone who comes into custody to experience safe and decent prisons with constructive regimes and the right support in place for their release into the community.

As I mentioned, by prioritising frontline delivery and bringing prison and probation staff closer together, we will be able to provide better services for everyone

we work with whether they are in custody or the community and in turn, achieve better outcomes for victims, communities, and the public.

I spoke earlier about this work being my calling and that is something I still hold strong and will be with me throughout my career. I want to be able to look back in years to come and know that in every role I have held, I served the public and the staff I have been responsible for well and to the utmost of my ability and by doing so, I will have contributed to making the communities my grandchildren (hoping I have some) live in a safer and better society.

I was very proud and humbled to attend the recent funeral of Her Late Majesty Queen Elizabeth II on behalf of HMPPS and I remember thinking — I really hope when I die people think I had a career in the service of others.

RA: Overall, a huge thank you for your time today, and for taking on such a challenging role, for being willing to answer these questions, and for your leadership and courage in times of unprecedented economic and ideological challenge for our public services. I'll now see if we can track down Helen Ryder so we can discuss with her some of the resettlement challenges and the strategy her team is looking to implement!