



HM Prison &
Probation Service

East of England

Reducing Reoffending Plan 2022-25



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Foreword

I am delighted to present our refreshed three-year regional Reducing Reoffending Plan 2022-25 on behalf of myself and my senior colleagues in the Prison Service and other areas of Her Majesty's Prison and Probation Service (HMPPS). Why such an early refresh following our initial regional plan last year? We will keep much of the aspiration in last year's plan, but we felt it was right to update it to ensure it reflects the government's priorities, specifically those linked to the latest three-year spending review.

The last year has been both momentous and challenging. We have seen the unification of probation providers into a new, single, cohesive Probation Service in the region and nationally. Despite the constraints of the COVID-19 pandemic, we have continued to deliver our public protection responsibilities and rehabilitation services in custody and the community. We would like to thank each and every member of staff across the region for their commitment, dedication and sacrifice in this important work, which is often hidden from the eyes of the public.

As we move forward our focus is clear. Public protection will always be paramount, but we also know the best way to achieve this is through effective rehabilitation, whether in our prisons or in our communities. Ensuring those leaving prison and those on community sentences have access to accommodation, employment, substance misuse and mental health treatment are all features of this plan. We will prioritise services towards groups often disadvantaged in our society, such as young adults, women, those from ethnic minority groups and those with neurodiverse issues. We will make sure these services will benefit from people with relevant lived experience.

We are already making great progress. Our offender management in custody programme continues apace, supported by the regional senior leadership forum. Our probation homelessness prevention team has led nationally on newly funded accommodation provision for those leaving prison. We have mobilised 16 new contracts, implemented a regional commissioning strategy and created a regional partnership board, encouraging and identifying joint commissioning opportunities to support rehabilitation and social inclusion.

We have already done so much, but we know there is still much more to do.

Steve Johnson Proctor, Regional Probation Director

Simon Cartwright and **Gary Monaghan**, Prison Group Directors



Vision

Working together across the East of England region to protect the public and help people to live law-abiding and positive lives



Principles



Enable people to be their best



An open learning culture



Transform through partnerships



Modernise our estates and technology



Values

- Purpose
- Openness
- Humanity
- Together

In delivering this plan, we will work to the principles of rigour, discipline, incentive and consequence.



About the East of England region

Around **8,000** square miles, with more than **6.9** million residents



8 Probation Delivery Units supervising more than **21,000** individuals, of which around **10%** are female



15 prisons with an approximate capacity of **12,000**



8 approved premises



Over **1,600** staff supporting people on community sentences and those released from prison in our **34** probation centres and other specialist locations



Major employment sectors across the region, including agriculture, transport and logistics, port container trade, and construction



5 universities, including the University of Cambridge, providing innovation with a strong scientific and medical theme



Home to some of the most affluent areas in the UK, but there are also pockets of significant deprivation – for example, Jaywick in the borough of Tendring is identified as the most deprived town in the UK



13 tier-one local authorities



20 Clinical Commissioning Groups

7 police and crime commissioners



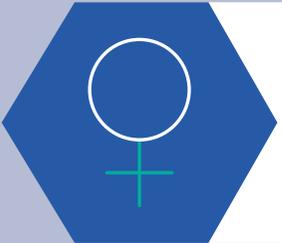
Achievements



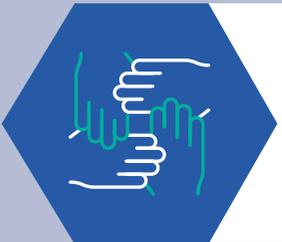
Simultaneous mobilisation of 16 Commissioned Rehabilitative Services to meet the key needs of people on probation, including accommodation, education, training and employment, and personal wellbeing.



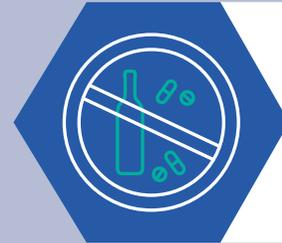
The opening of a new 'state of the art' prison in Wellingborough (Five Wells), providing both security and rehabilitation opportunities for prisoners.



Provision of dedicated women's services, including a domestic abuse perpetrator programme for violence against women and post release supported accommodation for women being released from HMP Peterborough.



Meeting the training needs of our practitioners in relation to diversity, including the needs of Gypsy, Romany and Traveller people on probation.



Extension of community sentence treatment requirements to provide robust and supportive alternatives to custody for those with drug, alcohol and mental health issues.



We are recruiting 10 employment leads, 10 ID and banking support leads, 13 (7 in 2022 and 6 in 2023) neurodiversity support managers, and 5 health and justice partnership co-ordinators by the end of 2022.



3 housing specialists will also be recruited in the Bedfordshire, Cambridgeshire and Norfolk Prison Group, and 2 in the Hertfordshire, Essex and Suffolk Prison Group, to support in addressing the causes of reoffending.

Delivering HMPPS and MoJ priorities

Reducing reoffending sits at the heart of our department's work. Around 80% of people who receive cautions or convictions have offended before.

People who leave prison with strong foundations in place to make a success of their lives are less likely to reoffend. These foundations include **a stable home, a stronger connection to family and local community, a steady job, and good health free from substance misuse**. For women, this means a gender-informed approach to deliver better assessments and interventions.

Our continued focus on these key areas has been highlighted by the recent publication of the Prisons Strategy White Paper and the cross-government 10-year Drugs Strategy.

These plans outline how we will cut crime, make communities safer and prevent people becoming victims, by reducing reoffending and addressing the things that increase the risk of criminal behaviour. The activities set out how we will improve rehabilitation, resettlement and supervision of prison leavers in the community, ensuring there are consequences for those who fail to comply.

These plans are backed by a substantial investment over the next three years:

- £200 million a year by 2024-25 to improve prison leavers' access to accommodation, employment support and substance misuse treatment, introducing further measures for early intervention to tackle youth offending
- making permanent the additional £155 million a year for the new unified Probation Service, to support rehabilitation and improve public protection
- £75 million a year by 2024-25 to expand the use of GPS-enabled and alcohol abstinence-monitoring electronic tagging
- £40 million a year to help offenders engage with substance misuse treatment and to tackle drug supply

HMPPS is committed to work with our partners to make this vision a reality, including consulting on our plans with police and crime commissioners and working together to drive down rates of reoffending. The agency has an ongoing commitment to partnering with a diverse range of providers, including private organisations, other statutory partners and the third sector. We want to drive the right reducing reoffending outcomes together, harnessing local innovation to deliver excellence through partnering with others.

Working in partnership is crucial to driving our reducing reoffending ambitions forward. We know that by working collaboratively with our partners we will achieve better outcomes for victims, for our communities and for offenders. I look forward to seeing what we can achieve together in your region through the activities set out in this new plan. It is our vision to prevent victims by changing lives, and these plans set out our aims and activities to protect the public and reduce reoffending.

Jo Farrar

Second Permanent Secretary and CEO, HMPPS

Reducing Reoffending Plans demonstrate how we will work together to provide high-quality interventions and services. I look forward to seeing what we can accomplish together through the activities set out in this new plan. We know that having a job on release, a safe place to stay, access to the right health and substance misuse treatment, and supportive family and friends are some of the vital ingredients for a crime-free life.

Amy Rees

Director General of Probation and Wales, HMPPS



Police and crime commissioners across England and Wales are committed to working in partnership with the Probation Service and all our local, regional and national partners to reduce reoffending and keep our communities safe. We are delighted to see the increased focus on partnership working in the new regional Reducing Reoffending Plans and that all police and crime commissioners will be consulted on the plans, ensuring strong alignment with our local Police and Crime Plan priorities. Only by working together can we deliver positive change on behalf of the public – cutting crime, keeping victims safe and helping our communities to thrive. We will be working closely with each regional probation director on the implementation of their plans, including developing new and innovative approaches to reducing reoffending.

Emily Spurrell

(Deputy Criminal Justice System Lead) and

David Lloyd

(Criminal Justice System Lead), Police and Crime Commission



Training, skills and work

Employment and education are important for cutting crime. They provide opportunities for people in prison and on probation to gain independence and contribute to wider society. Prison leavers who get a job are up to nine percentage points less likely to reoffend.

Nationally, we will increase the number of job opportunities for prisoners while in prison, on temporary licence and on release. The New Futures Network supports men and women in prisons to negotiate these job opportunities. Prisons and education, training and employment providers should work with employers to provide real work experience.

A new prisoner education service will combine the **best of education available outside prisons with meaningful work opportunities and bespoke careers guidance**. Department for Work and Pensions prison work coaches will advise on employment and benefits, so that people leave prison with the practical things they need to find and keep a job.

Regional context

- The East of England is an area of economic growth and significant employment opportunities. It has an unemployment rate of 3.4%, which is lower than the average of 3.9% for England.¹
- Regionally, 48% of male and 56% female prison leavers have an education, training and employment need.² While the need is less for people on community sentences (36%), it is still significantly higher than the general population.
- Prisons in the East of England have developed strong relationships with well-known local and national companies, including Lotus, Quorn, Bernard Matthews, Nando's and the manufacturing and construction sectors.
- Strong relationships are being built with Department for Work and Pensions prison work coaches in custody and the community.
- Our training and resettlement prisons offer prisoners a range of opportunities including electrical skills, painting and decorating, building, cleaning and plumbing during their custodial sentence, to support their resettlement into the community. The easing of COVID-19 restrictions will allow these services to be fully utilised in the coming year.
- In the community there are Commissioned Rehabilitation Services to address education, training and employment, with additional funding in place to support those with for finance benefit and debt needs.
- In 2021-22 we saw the first people on probation employed into HMPPS under the new Going Forward into Employment scheme.

1 **Labour market in the regions of the UK: May 2022**

2 **Identified needs of offenders in custody and the community from the Offender Assessment System, 30 June 2021**



Important partners in this work

- Commissioned Rehabilitative Service providers of education, training and employment interventions, Interventions Alliance with St Giles Wise, and Advance for women working closely with New Futures Network, both in custody and in the community
- Shaw Trust, providing Co-Financing Organisation hubs in Peterborough and Norwich for people on probation needing additional employment readiness support
- Local enterprise partnerships in the region
- Apex, piloting HGV driver training, and Alttta, piloting forklift truck training, for people in the community



Targets

- By July 2023, East of England will increase the proportion employed six weeks after release by 6 percentage points from 14% in March 2022
- By July 2023, East of England will increase the proportion employed six months after release by 2 percentage points from 22% in March 2022



Three-year objectives

- Ensure more people on probation are in education, training or employment
- Ensure more prison leavers progress to jobs or further training in the community on release, and retain this over time
- Ensure there are more unpaid work placements that develop employability skills
- Ensure more people in recovery from substance misuse are in gainful education, training or employment
- Support the expansion of projects working with local employers in known areas of employment shortages, such as transport, logistics and service industries
- Ensure more people on probation are directly employed within HMPPS across the region



Three-year activities

- Build links between statutory and commissioned providers of education, training and employment services in prisons and the community – develop a departure lounge approach in our resettlement prisons to support the employment pathway ‘through the gate’
- Maximise the provided unpaid work hours to support specific training needs, and develop placements that provide practical skills and experience
- Develop employability opportunities for people who are hardest to reach, such as those recovering from addiction, those with neurodiverse conditions, young adults, and those whose first language is not English
- Extend successful employment training pilots into new contracts
- Engage more systematically with local colleges to develop bespoke solutions to local employment skills shortages, and ensure a basic skills offer is available to those without qualifications

Drugs and alcohol addiction

Offenders with substance misuse issues must experience continuity of care when they leave prison to ensure **access to the right treatment**. Community-based drug or alcohol treatment can increase the number of people who do not reoffend in the two years after treatment to 44% (Public Health England and MoJ, 2017).

The government will invest £40 million in **drug treatment** services for people on probation, as part of a £780 million increase in funding for drug treatment nationally. This will **increase the number of specialist staff and treatment places** for prison leavers and those on community sentences, to reduce drug-related deaths.

It contributes to meeting the government's 10-year Drugs Strategy commitment to **focus on recovery** from the moment an individual comes into contact with the criminal justice system. Commissioned Rehabilitative Services offer holistic support to women in their local community, including dependency and recovery.

New investment in drug treatment pathways means there is never a better opportunity to address substance misuse and the detrimental impact it can have on our region, the victims it creates, and the damage it does to those under our supervision. Despite these new resources, there are still challenges to maximising their impact, not least navigating the health landscape and ensuring we continue to develop strong relationships with commissioning bodies and providers.

Regional context

- 2.1% of the UK population aged 16 to 59 were considered frequent drug users according to the Office for National Statistics.³ However, in the East of England, 33% of males on community sentences and 30% of females on community sentences have an identified drug misuse need, already a significant disparity to the general public. This is higher for females on licence (prison leavers) at 38%, which is a similar level for males on licence (prison leavers) at 33%.⁴
- Alcohol dependence must not be forgotten. There are differences here between the post-custodial and community probation population. The assessed need for those on community orders sits at around 26% for men and 36% for women, and for prison leavers it sits at 14% for men and 17% for women.⁵
- There are opportunities to invest further in meeting the specific needs of our probation cohort, including out-of-hours and weekend services, addressing gaps in the continuity of care, supporting those in rural locations and meeting the needs of dual diagnosis – for example, those with mental health and substance misuse needs. We also need to improve our offer to young adults.
- Medication has also improved. There are better alternatives to treat long-term opiate dependency, working towards the ultimate goal of abstinence. Naloxone has already proved effective in saving lives in our approved premises, and wider community availability will be a key factor in reducing deaths through drug poisoning or overdose.

3 <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/drugmisuseinenglandandwales/yearendingmarch2020>

4 **Identified needs of offenders in custody and the community from the Offender Assessment System, 30 June 2021**

5 **Identified needs of offenders in custody and the community from the Offender Assessment System, 30 June 2021**



Important partners in this work

- Our prison specialist drug-free units
- Regional Office for Health Improvement and Disparities, prioritising delivery of services for socially excluded people
- Tier-one local authority substance misuse commissioners
- NHS England, which commissions health services in custody, including those for substance misuse
- Police and crime commissioners, who contribute to commissioning a range of community substance misuse services
- Proposed new integrated care systems partnerships



Targets

- Community sentence treatment requirements (including drug rehabilitation requirements, alcohol treatment requirements and primary/secondary care mental health treatment requirements) will seek to provide offenders with the treatment they need to address the underlying causes of their offending behaviour
- We will drive up use of treatment requirements for those who are eligible through new investment, working in collaboration with the courts, NHS, and treatment providers



Three-year objectives

- Increase the number of prisoners identified with drug treatment needs in custody accessing community treatment within three weeks of release
- Increase the number of alcohol and drug treatment requirements as part of community sentences
- Increase the number of prisoners achieving abstinence in our specialist drug-free wings
- Increase the number of alcohol abstinence monitoring requirements as part of community sentences, and increase the use of alcohol monitoring on release from prison to support treatment options and enforce licences
- Increase wraparound services supporting people on probation with substance misuse issues
- Improve engagement with key partners through newly resourced health and justice co-ordinator roles
- Strategic involvement in regional Integrated Care Partnership Boards



Three-year activities

- Co-commission drug and alcohol services using regional probation director resources
- Expand the offer of specialist drug-free wings in prison
- Improve the assessment system of specialist substance misuse providers in our courts
- Introduce targets for increasing numbers of treatment requirements
- Increase the use of drug treatment requirement review courts
- Develop a range of services to fully integrate and involve people with lived experience
- Roll out nationally developed training reinforced with regionally produced inter-agency training

Family, accommodation and readjustment to society

Risk of reoffending is reduced if people can rebuild **community and family connections** and access safe, stable accommodation. Prison leavers without stable **accommodation** are almost 50% more likely to break the law again. HMPPS supports people to maintain positive relationships while in custody and on release, including partnership working with contracted family service providers, Prisoners' Families Helpline and voluntary and faith-based organisations.

HMPPS's increased funding to reduce reoffending will improve prison leavers' access to accommodation through the new **Community Accommodation Service**. This brings together approved premises, the Bail Accommodation and Support Service and new transitional accommodation, and includes specific provision for women.

In July 2021 we launched a new transitional accommodation service providing up to 12 weeks' accommodation and support for those leaving prison at risk of homelessness in 5 probation regions. The first year (1 July 2021 – 17 June 2022) has enabled us to support 2,396 prison leavers and to build on our links with local authorities and other local partners to support individuals to move on to settled accommodation. This service will roll out across England and Wales in 2022-23.

HMPPS will increase the number of approved premises spaces across England and Wales by 200 and deliver essential repairs and maintenance. In women's prisons, pre-release activity will ensure their specific needs are considered as part of resettlement activity, in addition to probation staff working in all prisons as part of offender management in custody.

To deliver improved resettlement outcomes and reduce prisoners' risk of reoffending on release, we will strengthen pre-release planning and enhance resettlement support. This includes establishing resettlement boards to promote a multi-agency approach to resettlement, facilitating the use of video links with support agencies to enable pre-release appointments, and implementing departure lounges to aid prisoners' resettlement on release from prison.

Regional context

- Around 4 in 10 male prison leavers and 5 in 10 female prison leavers have an accommodation need. Around 3 in 10 people on community sentences (male and female) have an accommodation need. The most prevalent needs for prison leavers are issues with family and close relationships, and with lifestyle and associates.⁶
- The cost of accommodation, particularly the private rented sector in the East of England, is high.
- In 2021, the East of England was chosen as one of five regions across the country to take forward the new commissioned Community Accommodation Service, providing temporary support for those released from prison. This has proved extremely successful, and we have met accommodation provision targets.
- The Community Accommodation Service has enabled us to build on our links with local authorities who have also secured additional funding through the ex-offender accommodation scheme.
- We have provided services giving accommodation advice and wraparound support through our commissioned community rehabilitation contracts.
- Additional support for prison leavers is provided by housing specialists, located in four resettlement prisons: Norwich, Chelmsford, Peterborough male and Peterborough female.
- The number of approved premises in the East of England is relatively low, with a capacity of 189 bed spaces for our highest risk and most complex cases. Plans to increase this through extensions to two approved premises are well advanced.
- We are working with NACRO, HMP Peterborough and other partners to provide a bespoke offer for women in a project providing up to 15 bed spaces.

6 Identified needs of offenders in custody and the community from the Offender Assessment System, 30 June 2021



Important partners in this work

- Our tier-one and tier-two local authorities, who have been great supporters over many years in this most complex area of work
- Our Commissioned Rehabilitative Services providers: Interventions Alliance for accommodation, the Forward Trust and NACRO for personal wellbeing, and St Giles Wise and Advance for women's services
- The Housing Network, our Community Accommodation Service provider providing bedspaces across the region
- Family safeguarding partnerships in Hertfordshire and Peterborough, which provide multi-agency work to reduce domestic abuse and prevent children coming into care



Targets

- By July 2023, East of England will increase the proportion housed on the night after release by 6 percentage points from 84% in March 2022
- By July 2023, East of England will increase the proportion in settled accommodation 3 months after leaving prison by 16 percentage points from 64% in March 2022



Three-year objectives

- Increase the number of prison leavers with accommodation within the first 24 hours of their release
- Increase the number of prison leavers under probation supervision in settled accommodation three months after supervision begins
- Increase the number of people on community or suspended sentence orders in settled accommodation
- Increase the number of people on probation with ID and bank accounts, and support with any benefit or debt issues
- Increase support for people with their emotional wellbeing and their relationships with families and significant others
- Increase involvement with our partners in projects providing support for vulnerable children and adults



Three-year activities

- Proactively support our commissioned accommodation, personal wellbeing and women's providers to fully deliver their services, expanding delivery where this is required
- Ensure we have a comprehensive offer providing finance, benefit and debt advice to people on probation and in custody
- Expand the number of approved premises bed spaces and seek out opportunities for new builds where feasible
- Explore specialist housing provision for those previously convicted of arson
- Provide support to our multi-agency Public Protection Strategic Boards to ensure the most complex and high-risk cases have suitable and safe accommodation in the community
- Pilot delivery of the Making Every Adult Matter approach with our partners, supporting vulnerable adults
- Continue to develop our Local Citizenship Pathway pilot in Stevenage and seek to expand more widely across the region
- Continue to work with our family safeguarding partnerships and provide support to all our local child and adult safeguarding boards

Public security through engagement and compliance

HMPPS monitors offenders rigorously and ensures they understand the consequences of not complying with an order of the court. This is crucial to reducing reoffending, making communities safer and preventing people becoming victims of crime.

Integrated offender management (IOM) is the process that makes intensive supervision consistent, bringing together the police and other partners in response to crime and threats faced by local communities.

Approved premises provide offenders who are high risk or have complex needs with a greater level of **supervision and support** following release from prison.

The **National Security Division** enhances monitoring and supervision for individuals who are identified as a terrorist risk or involved in serious and organised crime or critical public protection cases, which are assessed as meeting a threshold set nationally.

New **electronic monitoring** technologies are being used to support compliance and are an important tool in providing punishment, effectively supervising individuals in the community, protecting the public and reducing reoffending.

Regional context

- Prison staff and probation community staff have ensured the sentence of the court is delivered throughout the COVID-19 period, maintaining public, individual and staff safety.
- We have realigned our victim contact services, actively encouraging engagement with both mandatory and discretionary cases and providing additional support for victims in the parole process.
- Over the last 12 months we have established the national integrated offender management model across the region, supporting development through additional staffing and commissioning resources.
- We have reviewed our multi-agency public protection arrangements structure to develop a more consistent model across the region, working with our National Security Division teams to ensure public protection is provided on all cases where terrorism is a concern.
- Probation, prison and police colleagues continue to expand the use of ViSOR to exchange confidential information on high-risk offenders and those involved in serious organised crime.
- Within the region we have operational coverage of the Electronic Monitoring Service acquisitive crime tag, with a collaborative approach to tackling breaches.
- The East of England is working in partnership to develop approaches for working with those identified as vulnerable of committing sexually harmful behaviours, as well as continuing to deliver accredited treatment programmes to those convicted of sex offences.
- We have worked with local youth offending teams to ensure smooth case transition for young people in custody, and engaged with youth offending team colleagues on county lines and violence and vulnerability projects.
- Implement our Engaging People on Probation Strategy, in order to harness feedback from those with Lived Experience to improve engagement, compliance and a reduction in risk of serious harm and re-offending.



Important partners in this work

- Our prisons, delivering custodial sentences and protecting the public from the most serious offenders
- Police and other multi-agency public protection arrangements partner agencies, ensuring a comprehensive risk management plan is provided for high-risk offenders
- Local authorities, providing a range of services for victims through structures such as multi-agency risk assessment conferences, support in housing complex cases, and substance misuse treatment provision
- Our local child and adult safeguarding boards



Targets

- By April 2023, East of England will increase the proportion of sexual offence interventions completed by 23 percentage points from 47% in March 2022



Three-year objectives

- Ensure more victims of crime are engaged in our mandatory and discretionary services, with additional support for those engaging with the parole process
- Increase the number of qualified probation officers in the region to support the most complex and high-risk cases
- Establish and improve ways of working with victims to take into account our expanded scope, now including stalking and domestic abuse
- Ensure more cases are managed using a range of electronic monitoring to protect victims, control movement and provide more targeted curfew options
- For offenders retained in our integrated offender management schemes, provide controls on their behaviour, as well as treatment and other interventions to help them turn away from crime and live law-abiding lives
- Ensure people convicted of a sexual offence access programmes and interventions to manage risk and behaviours
- Ensure individuals in custody and the community engage in the offender personality pathway and community mental health treatment
- Use ViSOR across probation and prisons to ensure information is better exchanged on our highest risk cases



Three-year activities

- Implement new and innovative diversion approaches to support those identified as vulnerable of committing sexually harmful behaviour
- Improve offender engagement and sentence compliance
- Implement a regional county lines strategy
- Work with partners to improve the quality of the youth-to-adult transitional pathway
- Review and update our integrated offender management model based on external research across the region
- Fully implement the community sentence treatment model for mental health support across the region, increasing the mental health treatment requirement by 25% in year one
- Significantly expand the use of electronic monitoring as part of sentence management
- Work with police colleagues to provide timely access to child safeguarding and domestic abuse call-out information to support sentencing advice and sentence management

Our partners

- National Police Chiefs' Council
- Association of Police and Crime Commissioners
- National Health Service
- Association of Directors of Social Services
- Local Government Association
- Judiciary of England and Wales
- HM Courts and Tribunals Service
- Youth Justice Board
- Office for Health Improvement and Disparities
- Department for Work and Pensions
- UK Health Security Agency
- Welsh Government
- CLINKS
- Anglia Care Trust
- Integrated care systems partnerships
- Interventions Alliance
- St Giles Wise
- Advance
- New Futures Network
- Shaw Trust
- Apex
- Alta

Measuring progress and impact

This regional Reducing Reoffending Plan sets out HMPPS's vision to reduce reoffending in the East of England. Detailed plans to achieve these outcomes and objectives are set out in HMPPS's internal annual business plans. Performance data is available at <https://www.gov.uk/government/organisations/her-majestys-prison-and-probation-service>

This regional Reducing Reoffending Plan sets direction for the next three years and is reassessed annually, to ensure progress is sustained over time.

Glossary

Acquisitive crime – Where the offender derives material gain by illegal means, usually from another person or organisation, including shoplifting, burglary, robbery, theft, piracy and fraud.

Alcohol abstinent monitoring requirement – A community sentence that can ban individuals from drinking alcohol for up to 120 days.

Alcohol treatment requirements – Targeted at offenders assessed as alcohol dependent, who will often have complex coexisting needs and require intensive, specialist, care-planned treatment involving a range of agencies.

Approved premises – Provide residential supervision for offenders at high and very high risk of serious harm, released on licence to the community.

Bail Accommodation and Support Service – Provides suitable accommodation for those who would otherwise be held in prison. This helps reduce pressure on the custodial estate through the provision of accommodation in the community.

Care experienced people – People who have experienced the care system.

Co-commissioning – Where two or more service commissioners align their priorities while retaining responsibility for their own resources.

Co-Financing Organisations – A collection of organisations who have agreed to jointly fund projects key to changing offenders' lives to reduce reoffending.

Commissioned Rehabilitative Services – Part of the Ministry of Justice's new probation system, procured by regional probation directors to provide flexible, responsive services to help break the cycle of reoffending.

Community Accommodation Service – Provides temporary accommodation for homeless prison leavers and those moving on from approved premises or the Bail Accommodation and Support Service, and helps them move into settled accommodation.

Community offender manager – Also known as a probation officer, and is someone based in the Probation Service in the community who will work with individuals to prevent them reoffending after they leave prison.

Community payback – A type of community order sentence that is unpaid work, such as removing graffiti, clearing wasteland or decorating public places and buildings.

Community sentences – A community order sentence is made up of one or more 'requirements' to be carried out in the community instead of prison.

Drug treatment requirements – A type of community order sentence comprising structured treatment and regular drug testing, which is available to courts as a sentencing option.

Indeterminate sentence – Those sentenced to life imprisonment or imprisonment for public protection have no automatic right to be released.

Integrated offender management – Provides a way in which criminal justice agencies and other partners can share information and work together to help and supervise a small, targeted group of offenders who are highly likely to reoffend.

Lived experience – Refers to people who have been in prison or who have a conviction.

Memorandum of understanding – A non-binding agreement that states each party's intentions to take action, conduct a business transaction, or form a new partnership.

Mental health treatment requirements – Used in relation to any mental health issue including personality disorders.

Multi-agency public protection arrangements – The process through which the police, Probation Service and Prison Service work together with other agencies to manage the risks posed by violent and sexual offenders living in the community.

National Security Division – A team dedicated to managing our highest risk offenders.

Offender management in custody – A rehabilitative framework which co-ordinates a prisoner's journey from prison and back into society.

Prison offender manager – Works with individuals while they are in prison to complete goals set in their plan.

Probation Delivery Units – Offices which serve geographic areas within each region, usually aligned with local authority areas.

Regional Outcome Innovation Fund – Used to commission or co-commission initiatives that tackle cross-cutting social outcomes that are key to reducing reoffending.

Restorative justice – The process that brings those harmed by crime and those responsible for the harm into communication, enabling everyone affected by a particular incident to play a part in finding a positive way forward.

Sentence plan – An action plan to identify and address an individual's needs and risks.

Sentencer engagement – Engagement with members of the judiciary and magistracy.

Temporary licence – Temporary release from prison to aid the resettlement of prisoners into the community.

Unified Probation Service – Unification of the National Probation Service and privately owned community rehabilitation companies to form a new Probation Service.

Youth offending – Young people convicted of violent and other serious offences.



HM Prison &
Probation Service