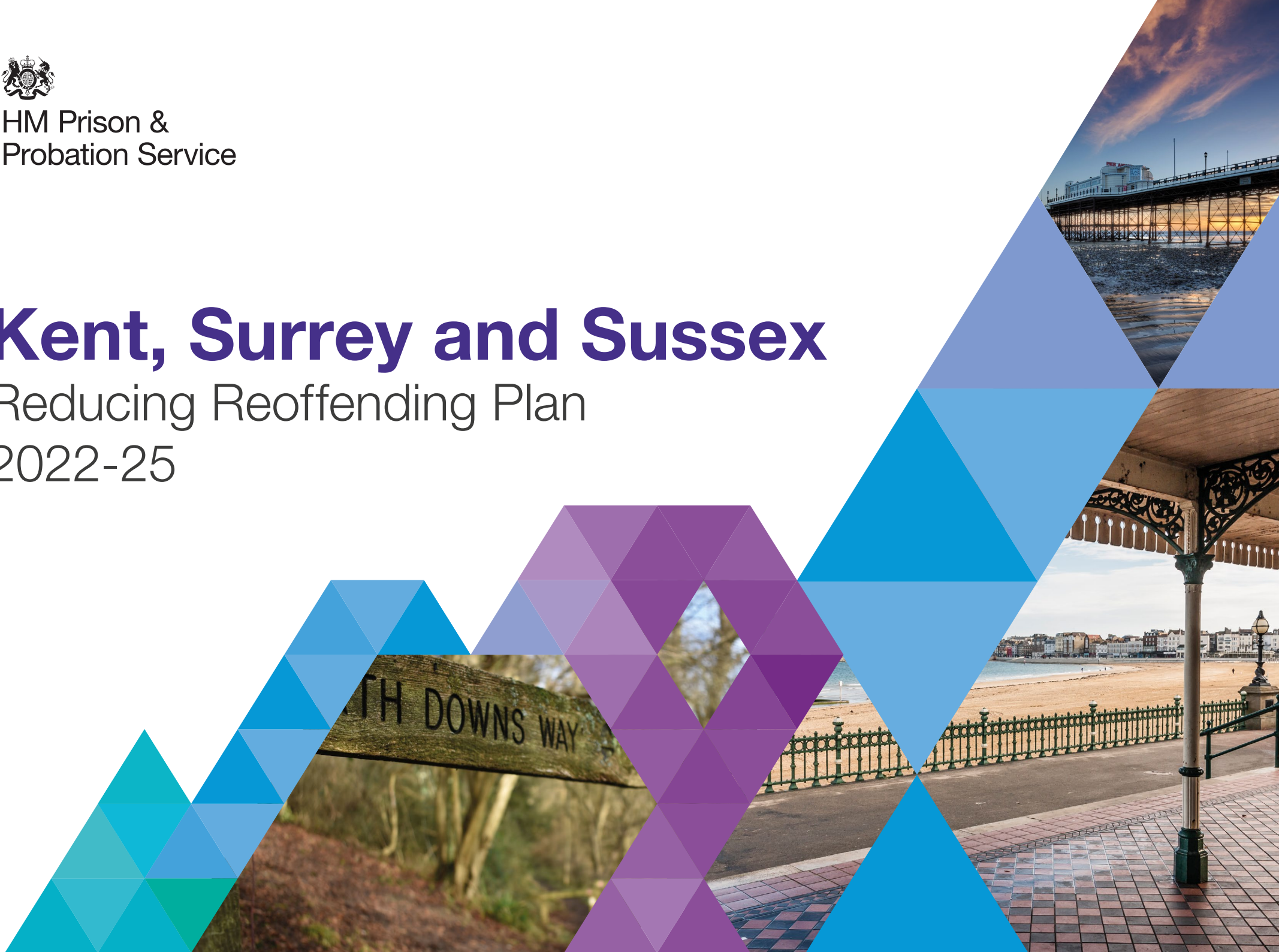




HM Prison &
Probation Service

Kent, Surrey and Sussex

Reducing Reoffending Plan
2022-25



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Foreword

This three-year Reducing Reoffending Plan articulates our HMPPS approach to maximising our contribution to safer communities and fewer victims in Kent, Surrey and Sussex (KSS). This plan sits alongside the Prisons Strategy White Paper and the probation target operating model.

Reducing reoffending cannot be achieved by working in isolation. We will continue strengthening our relationships with our partners, including police and crime commissioners, the judiciary, and the wide range of skilled and experienced partners who we work collaboratively with as members of the local Criminal Justice Boards. We will support individuals to turn their lives around and lead crime-free lives on release from prison, recognising the importance of family ties in supporting positive outcomes.

We will ensure that we have a full suite of Commissioned Rehabilitative Services and additional services within our communities.

Our staff are at the heart of our organisation. We are proud of all our staff and the resilience demonstrated during COVID-19. We strive to have a diverse and inclusive environment where everyone feels valued and respected, and we remain committed to providing support and investment in the continuous professional development of staff.

Our direction for the future focuses on achieving positive, measurable outcomes in reducing reoffending and working towards safer communities.

Mary Pilgrim, Regional Probation Director

Susan Howard, Pia Sinha and **Will Styles**, Prison Group Directors

Gary Crosskey, Acting Controller of HMP and YOI Bronzefield –
Custodial Contracts Directorate



Vision

Working together across the Kent, Surrey and Sussex 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 Kent, Surrey and Sussex region

Total population of
4.2 million (mid-2020)¹



Total probation caseload of
14,412 (as of
31 December 2021)³



Proven reoffending rate of
19.65% for the adult
cohort from July 2019
to June 2020
(**19%** for East Sussex,
19.7% for Kent,
20.1% for Surrey, and
19.8% for West Sussex)²



10 public sector prisons and
1 privately managed prison,
with a total operational
capacity of **6,213**⁴



17 courts



1 Annual Mid-year Population Estimates 2020

2 Proven reoffending geographical data tool

3 Probation: October to December 2021

4 Prison population March 2022

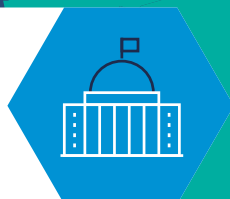
982 probation staff and
2,595 public sector
prison staff



3 police and
crime commissioners



35 local authorities and
2 unitary authorities



7 Clinical
Commissioning Groups



Major features of the region
include Dover Port (busiest
roll-on roll-off ferry port
in the UK), the Channel
Tunnel and the London
commuter belt



Working in partnership with
over **200** organisations



Achievements



We delivered 246 community payback projects in 2021-22 in collaboration with charitable and other beneficiaries, with consistent delivery levels at above 100% of pre-COVID-19 delivery levels.



We successfully rolled out the pilot Community Accommodation Service.



We successfully implemented holistic 'breakfast club' services for female offenders in neutral venues, promoting better engagement between women and partnership agencies, including women released on temporary licence, and strengthening community links.



We held successful quarterly sentencer engagement events, with over 150 in attendance at each event, which most recently included a person on probation sharing their personal experience on the Building Better Relationships Programme for domestic abuse.



Offender management in custody has been rolled out across the KSS prison estate, which is now in the process of embedding itself within the individual prison estates.



The personal wellbeing contract has offered services to people on probation who need specific support during difficult periods in their life, which has been well received by probation practitioners.



The support includes self-esteem, motivation to make positive changes, and rebuilding personal relationships.



We spent £4 million on Commissioned Rehabilitative Services in 2021-22
Implemented the Victims Code to ensure all eligible victims.



We are recruiting 9 employment leads, 9 ID and banking support leads, 12 (6 in 2022 and 6 in 2023) neurodiversity support managers, 3 housing specialists and 3 health and justice partnership co-ordinators by the end of 2022 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

- Within KSS, approximately 42% of all people supervised in the community and approximately 60% of all men in custody have an identified need in the area of education, training and employment.⁵
- In recognition of this need, training prisons will embed a culture of employability skills in all prison-based work settings. They will work with education providers to develop a curriculum which meets the individual's needs and also helps to fill gaps in local labour markets. Any successful outcomes of HMP Elmley (an Accelerator prison) will be measured, with a view to replicating this across KSS.
- HMP Ford and HMP Stanford Hill have developed partnerships with work placements for prisoners on temporary release. They will develop these partnerships (e.g. with Willmott Dixon) to increase paid employment opportunities.
- For 2022-23, we also have Commissioned Rehabilitative Services focused on supporting people on probation to improve their employability and vocational skills.

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



Important partners in this work

- Department for Work and Pensions will be supporting the plan by ensuring probationers have better access to training and educational resources
- Local and regional employers will be supporting the plan by recruiting recently released prisoners to obtain and retain meaningful employment
- Commissioned Rehabilitative Services partners (Interventions Alliance) will continue to provide services to support employability
- Within KSS, we will ensure that we have robust pathways and signposting in place to support work with key partners to enhance employment and training opportunities for people on probation



Targets

- By July 2023, Kent, Surrey and Sussex will increase the proportion employed six weeks after release by 7 percentage points from 12% in March 2022
- By July 2023, Kent, Surrey and Sussex will increase the proportion employed six months after release by 7 percentage points from 16% in March 2022



Three-year objectives

- Ensure prison leavers have improved literacy and numeracy
- Ensure more prisoner leavers obtain practical skills
- Ensure more prisoners are working while in prison and on temporary release
- Ensure more people on community payback develop vocational skills and/or gain qualifications while undertaking unpaid work



Three-year activities

- Increase the number of targeted referrals to education, training and employment Commissioned Rehabilitative Services, using improved needs-based data
- Ensure that any new contracts with providers are outcome-focused and include a prioritisation framework and delivery incentives to drive an improved contractual relationship between providers and Probation Delivery Units
- Ensure providers are sufficiently resourced and flexible to adapt to fluctuating referral volumes
- Ensure that targeted, evidence-based interventions (including community payback projects which support employability) are available for all people on probation who require them
- Design education curriculums to meet the needs of prisoners through local needs analysis, including purchasing bespoke services via the Dynamic Purchasing System
- Maximise education, training and employment provision by developing relationships with the New Futures Network, prison education framework, Dynamic Purchasing System providers and employers
- Work with local businesses to secure appropriate work placements for KSS prisoners
- Continue to monitor and seek innovative offers for employment for prisoners to improve rehabilitative outcomes

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.

Regional context

- Substance misuse remains a significant problem within KSS. Alcohol misuse is identified as an issue for approximately 17% of community-supervised, and drug misuse for 31% of community-supervised. Broken down by gender in the community, 17% of men and 25% of women have an alcohol-related need, while 31% of men and 34% of women have a drug-related need. In male prisons within KSS, 17% of men have an alcohol misuse need, and 49% have a drug misuse need. In female prisons nationally, 28% of women have an alcohol misuse need, and 53% have a drug misuse need.⁶
- There are challenges for KSS prisons in tackling substance misuse, and prisons are developing plans to address supply, demand and sustained rehabilitation. KSS prisons will use technology and partnerships with healthcare providers and substance misuse services to support prisoners, and a regional Drugs Strategy lead will be recruited to ensure this happens.
- KSS will also continue to work with police and crime commissioners, local authorities and Clinical Commissioning Groups to commission a comprehensive network of interventions to tackle all forms of substance and health needs.

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



Important partners in this work

- Department of Health and Social Care, to support delivery of drug rehabilitation requirements, alcohol treatment requirements and mental health treatment requirements
- Healthcare and local substance misuse providers, to support people on probation with drug or alcohol misuse problems
- Criminal Justice Boards and police and crime commissioners for co-commissioning opportunities
- Within KSS, we will ensure that we have robust pathways and interventions in place to tackle substance misuse and health needs for people on probation



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

- Ensure more eligible people on probation are sentenced to alcohol treatment requirements and drug rehabilitation requirements
- Ensure more eligible people on probation are sentenced to mental health treatment requirements in recognition of the complexities of having both mental health problems and substance misuse
- Improve substance misuse services available to KSS prisoners
- Increase partnership working between KSS prisons, healthcare and substance misuse providers to tackle supply, demand and ongoing rehabilitation
- Increase representation at decision-making boards, particularly those associated with health



Three-year activities

- Be actively involved with local authorities and Clinical Commissioning Groups in the commissioning of alcohol treatment requirements and drug rehabilitation requirements provision to target current patterns of substance misuse
- Ensure tighter and closer working relationships are in place with our key partners, including governance and performance frameworks to align outcomes and our strategic, long-term focus
- Ensure the community sentence treatment requirement screening tool is used at court to identify all opportunities for alcohol treatment requirements and drug rehabilitation requirement proposals to be made
- Ensure KSS prisons continue to work closely with Oxleas, the new healthcare provider in Kent, to further develop the positive relationships already in place with commissioners to improve the provision

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.

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

- In KSS, accommodation costs can significantly exceed the national average, with low availability resulting in fierce competition for private rentals. The withdrawal of supported people funding has also reduced specialist supported housing, and the high number (38) of local authorities presents additional challenges.
- Approximately 34% of those on community sentences and 35% of those on licence (prison releases) in KSS have an accommodation need.
- The Community Accommodation Service provides temporary housing (up to 84 nights) for prisoners otherwise homeless on release (152 beds across KSS). KSS also has three approved premises. However, moving people on from prison release accommodation remains a challenge.
- Recognising the importance of family ties in reducing reoffending, KSS prisons are restoring visit provisions and homework clubs post-pandemic.
- Since April 2022, KSS has had a contract in place with St Giles Wise to improve the engagement of people on probation.
- KSS is working with the behavioural insight team on a research project to develop our approach to working with the families of people on probation.



Important partners in this work

- Local authorities and the third sector for housing provision, co-commissioning and co-location opportunities
- Changing Futures (Surrey and Sussex), to improve access for multi-disadvantaged people with housing needs
- Rough Sleepers Accommodation Programme for co-commissioning and co-location
- Pathways Link Project (Maidstone)
- Providers forums, to represent needs of individuals and develop directory of receptive private landlords



Targets

- By July 2023, Kent, Surrey and Sussex will continue to maintain the proportion housed on the night after release at 90%
- By July 2023, Kent, Surrey and Sussex will increase the proportion in settled accommodation 3 months after leaving prison by 16 percentage points from 64% in March 2022



Three-year objectives

- Maximise funding opportunities for accommodation in KSS by, for example, developing innovative ideas for co-commissioning
- Support the rollout of Community Accommodation Service prison housing specialists across the KSS prison estate, and explore opportunities for further specialist staff to support people on probation with housing needs
- Commission accommodation services to provide longer-term support for complex cases who are not tenancy-ready when moving on from temporary release accommodation
- Continue to develop multi-agency strategic groups to develop pathways between accommodation and other services
- Develop lived experience networks across sectors to assist in co-planning services and strengthening funding bids
- Develop co-location with the homelessness prevention team and rough sleepers team
- Explore local and regional opportunities to develop whole-system approaches for working with women
- Continue to expand breakfast club provision for women
- Partner with the children and families team in prisons to engage and support families of supervised individuals to aid successful resettlement and integration back into the family home



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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

- A significant challenge for KSS is a lack of affordable accommodation for higher risk cases, particularly registered sex offenders. We will need to develop further opportunities to work with all housing providers to address this.
- KSS Probation Service works with the police, prison service and other statutory agencies (such as children's services, adult social care, community and forensic mental health) to provide a comprehensive package of services for people on probation. Additionally, we supervise, monitor and control risks to the public and deliver interventions to reduce reoffending. We also work with partners to prevent re-victimisation and provide a victim contact scheme for eligible cases to inform of progress and give victims a voice in risk management.
- KSS prisons have a strong culture of partnership to build on, with multi-disciplinary and multi-agency teams working across government and with law enforcement agencies. This approach maximises intelligence capabilities and joint activities to detect and disrupt extremism, serious organised crime and corruption, to create safer prisons which support rehabilitation. KSS security departments use intelligence assessments of the most significant security risks to HMPPS operations, including serious organised crime, corruption and extremism.



Important partners in this work

- Probation, prisons, police, and security colleagues within HMPPS are critical partners to each other, to support effective risk management planning in custody and the community
- Multi-agency public protection arrangements provide a framework for partnership working in the highest-risk cases
- Children's services and adult social care are critical in supporting our safeguarding for the most vulnerable victims and survivors – adult social care also meets the needs of an ageing cohort of people on probation who may pose an ongoing risk to the public
- Local authorities and other housing providers, to provide accommodation for people who pose a significant risk of serious harm while they lack suitable housing



Targets

- By April 2023, Kent, Surrey and Sussex will increase the proportion of sexual offence interventions completed by 41 percentage points from 29% in March 2022



Three-year objectives

- Have a comprehensive suite of physical and emotional wellbeing resources to help our staff perform their demanding roles
- Embed innovative technology developed by Ministry of Justice Digital and designed to reduce barriers to engagement
- Have a number of refurbished offices, providing a more engaging environment for both employees and people on probation
- Expand our workforce, having recruited and trained a significant number of new employees in frontline roles, and having improved retention in our existing workforce
- Enhance prison delivery of accredited offending behaviour programmes and bespoke individual interventions to support rehabilitation on release



Three-year activities

- Maximise the use of current and emerging electronic monitoring tools, including building on our contribution to the acquisitive crime electronic monitoring pilot and the launch of the alcohol monitoring on licence tool from June 2022
- Embed the offender management in custody model to ensure seamless throughcare for people in prison through to their release into the community on prison licence
- Implement a sentence management model which supports closer working with children's services and development of Violence and Exploitation Units with the Youth Offending Service
- Develop a bespoke approach to manage category D prisoners' transition from closed to open conditions, and to support restricted release on temporary licence cases moving into the category D sites
- Develop multi-agency public protection arrangements, multi-agency risk assessment conferences and serious organised crime practice to strengthen our management of our highest-risk cohorts
- Increase psychological consultancy with multi-disciplinary colleagues for relevant prison cohorts (e.g. imprisonment for public protection, offender personality disorder screen cases, counter-terrorism cases)
- Continue the advancement of offender personality disorder pathway provision in our approved premises and probation contact centres, in partnership with NHS forensic psychological services and key voluntary sector partners

Our partners

- National Police Chiefs' Council
- Association of Police and Crime Commissioners
- Judiciary of England and Wales
- National Health Service
- Her Majesty's Courts and Tribunals Service
- Youth Justice Board
- Third sector
- Changing Futures
- Rough Sleepers Accommodation Programme
- Pathways Link Project (Maidstone)

Measuring progress and impact

This regional Reducing Reoffending Plan sets out HMPPS's vision to reduce reoffending in Kent, Surrey and Sussex. 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.



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