



HM Prison &
Probation Service

North East

Reducing Reoffending Plan
2022-25



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Foreword

Welcome to the HMPPS Reducing Reoffending Plan for the North East for 2022-25. This plan sets out our aspirations for reducing reoffending across the region, an area which has historically had some of the highest reoffending rates nationally. It is one of the country's most deprived areas economically, and the detrimental societal factors associated with poverty and deprivation are reflected in both the number and offence mix of the people on probation and in our prisons. However, we are pleased to say that the levelling-up agenda brings an opportunity to address those inequities through investment in prison and probation services.

There is a strong relationship between prisons and probation in the North East, and this plan reflects our collaborative approach to alleviate the pressures and risks faced by people when they leave custody and make the transition back into the community. For the first time, the plan has also been subject to consultation with the three regional police and crime commissioners.

We have recently successfully merged the three legacy probation organisations within the region. We have a wealth of talent and experience, and this plan now represents our aspirations to deliver excellent practice. We are looking to secure better outcomes for prison leavers, to deliver excellence in all parts of every community sentence and prison licence, to improve the quality and management oversight of our cases, and ultimately to secure better outcomes for those we are responsible for supervising, victims and our local communities.

Across the three police and crime commissioner areas – Cleveland, Durham and Northumbria – we have the strength of partnerships, the 'can-do' attitude, and the ability and expertise to ensure we are doing the right things to achieve our aspirations. We aspire to develop joint commissioning processes and share learning to improve services. We also very much look forward to working with others to achieve our aims by 2025.

Bronwen Elphick, Regional Probation Director

Steve Robson, Acting Regional Prison Group Director



Vision

Working together across the North East 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 North East region

Total population of **2.6** million (Office for National Statistics estimates, June 2021)¹



A current probation caseload of around **12,625** (March 2022)



A proven reoffending rate of **29.9%**, compared to the national rate of **24.1%** (proven reoffending statistics, January to March 2020)²



7 prisons spanning all remits, with an operational capacity of **2,663** for the North East Prison Group



Major employers include the health, education, retail, accommodation and food industries



3 Crown Courts and **9** magistrates' courts



¹ Estimates of the population for the UK, England and Wales, Scotland and Northern Ireland – Office for National Statistics (ons.gov.uk)

² Proven reoffending statistics – GOV.UK (www.gov.uk)

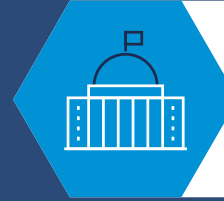
1,142 probation staff
and **1,194** prison staff



3 police and crime
commissioners for
Northumbria, Durham
and Cleveland



12 local authorities



7 towns in the region
are benefitting from the
Towns Fund as part of
the government's wider
levelling-up agenda



Achievements



Successfully transitioned three distinct probation organisations into one region.



Developed a regional court model.



Commenced four Commissioned Rehabilitative Service contracts: accommodation, education, training and employment, personal wellbeing, and women's services.



Used the Regional Outcomes and Innovation Fund to support local police and crime commissioner arrangements for restorative justice and prison departure lounges.



Started delivering a diversion from custody pilot with the Northumbria Violence Reduction Unit.



Developed and commissioned a neurodiversity pilot for Durham and Sunderland, designed with a specific focus for the ethnic minority cohort.



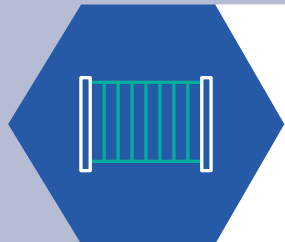
Continued delivering the diversion from prosecution scheme with Cleveland Police.



Unpaid work delivery is in excess of pre-COVID-19 delivery levels.



Accredited programmes delivery is in excess of pre-COVID-19 delivery levels.



Maintained delivery of legacy 'through the gate' services through an interim operating model, until a new resettlement service goes live, to avoid gaps in services for pre-release prisoners.



We are recruiting 5 employment leads, 5 ID and banking support leads, 7 (4 in 2022 and 3 in 2023) neurodiversity support managers, and 3 health and justice partnership co-ordinators by the end of 2022 – 2 housing specialists will also be recruited in the Tees and Wear 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.

The North East has the highest level of regional unemployment in the UK, standing at 5% in May 2022. It also has the second-highest rate of economically inactive residents, at 25.2% in May 2022.³ The traditional heavy industries of the region have been lost, and much of the employment is now based around the public sector and service industries. Recent years have seen an increase in the number employed within an array of accommodation and food sectors, linked to regional growth in leisure and tourism. Further expansion through the levelling-up agenda is expected for construction and infrastructure projects.

Regional context

- Regionally, around 5 in 10 people on probation have an education, training and employment need.⁴
- Training prisons have focused on developing a sector-based approach to the labour market – primarily construction, catering, waste management and facilities management roles.

- Prisons provide skills training to assist prisoners into employment in areas such as personal and social skills, employability and vocational courses.
- For 2022-25, we have commissioned £12 million for Commissioned Rehabilitative Services focusing on education, training and employment, accommodation, women and personal wellbeing.

3 **Labour market in the regions of the UK – Office for National Statistics**

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



Important partners in this work

- Ingeus, the education, training and employment Commissioned Rehabilitative Service for men, and the National Offender Management Service Co-Financing Organisation provider across the region
- Changing Lives, for women's Commissioned Rehabilitative Services
- New Futures Network, to negotiate job opportunities
- Jobs Unlocked Recruitment Agency
- Shannon Trust, to empower prisoners to learn to read
- All employers providing opportunities for prisoners to work on release on temporary licence from HMP Kirklevington
- Northumbria, Durham and Cleveland police and crime commissioners, and Northumbria and Cleveland Violence Reduction Units
- Clinks, for engagement with the voluntary and community sector



Targets

- By July 2023, North East will increase the proportion employed six weeks after release by 10 percentage points from 8% in March 2022
- By July 2023, North East will increase the proportion employed six months after release by 10 percentage points from 12% in March 2022



Three-year objectives

- Ensure more prison leavers and people on probation progress to jobs or further training in the community
- Ensure more prison leavers and people on probation show improved literacy and numeracy skills
- Ensure people on probation and prison leavers develop practical work skills identified as required by the local labour market
- Develop a joint regional education, training and employment plan with prisons, probation and local business leaders
- Ensure greater opportunities for prisoners working in prison and increased numbers released on temporary licence
- Match the needs level between education, training and employment Commissioned Rehabilitative Services referrals to those on probation
- Increase unpaid work to fully utilise education, training and employment allowance and provide practical work skills



Three-year activities

- Increase educational and vocational outcomes and achievements for prisoners and people on probation
- Ensure the New Futures Network operates at full capacity
- Establish Employment Advisory Boards, involving HMPPS staff
- Recruit neurodiversity specialists into prisons and the community, with systems in place to hold governors and probation staff to account for performance
- Develop a joint regional education, training and employment plan with prisons, probation and local business leaders
- Fully utilise the education, training and employment allowance for unpaid work participants

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.

In 2020, the Office for National Statistics highlighted that the North East had the highest rate of drug misuse for the preceding eight years and was statistically different from all other regions in this regard. In addition, the region had the highest rate of drug-related deaths. Alcohol misuse also presents a grim regional picture, with the highest rate of alcohol-related admissions to hospital and alcohol-related deaths in the country.

Regional context

- There were 104.6 drug-related deaths per million in 2020 (Office for National Statistics, deaths related to drug poisoning in England and Wales).⁵
- 37% of men and 37% of women on probation have drug misuse recorded as a factor in their offending.⁶
- 27% of men and 34% of women on probation have alcohol misuse recorded as a factor in their offending.⁷
- The regional picture varies, with opiate-based substance misuse being more prevalent in Cleveland, as opposed to cocaine use in Northumbria.
- Substance misuse differs by the type of supervision a person is under, with alcohol misuse showing a greater prevalence among the community sentence cohort and drug misuse having a greater prevalence among those released from prison.

5 Deaths related to drug poisoning in England and Wales – Office for National Statistics (ons.gov.uk)

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

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



Important partners in this work

- UK Health Security Agency and Office for Health Improvement and Disparities, to oversee commissioning and identify joint commissioning opportunities
- NHS England
- Local authorities, to develop co-commissioning arrangements
- Commissioned Rehabilitative Services dependency and recovery partner – out to competition
- Local authority substance misuse service providers, to develop community treatment options
- HM Courts and Tribunals Service and the judiciary, to develop community sentence treatment providers
- Local constabularies, with a focus on integrated offender management and drug testing



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 people with a substance misuse problem are engaged in treatment within three weeks of release
- Increase joint working with local authorities to ensure additional funding for substance misuse is fully utilised for probation, following Dame Carol Black's report
- Ensure community sentence treatment requirements are imposed by the courts where a probation recommendation is made
- Improve the compliance rate for community sentence treatment requirements
- Reduce drug-related deaths for both prisoners and people on probation
- Disrupt, reduce and prevent the supply of drugs in prisons through robust security measures
- Address the findings of the HM Inspectorate of Probation joint thematic inspection of community-based drug treatment and recovery work with people on probation report 2021



Three-year activities

- Ensure an effective whole-prison-and-probation approach to drugs and alcohol to reduce demand and maximise opportunities for recovery
- Establish co-commissioned local authority and probation substance misuse services in the community
- Assess pre-sentence reports to ensure they encourage treatment requirements where needed
- Improve the volume and quality of interventions for prisoners and people on probation, with particular emphasis on prevention through robust community sentence treatment requirements
- Increase engagement of drug and alcohol service providers with the judiciary
- Identify, pilot and commission services for other addictive behaviours such as gambling
- Meet all seven recommendations from the HM Inspectorate of Probation joint thematic inspection of community-based drug treatment and recovery work with people on probation report 2021

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 and the 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.

The level of homelessness on release in the North East tends to be lower than in many other regions. The average house price and cost of living are the lowest of any region in England. The homelessness issue relates primarily to prison leavers and people on probation with multiple needs and often prolific offending histories. The quality or suitability of the housing stock available is often of concern too.

Regional context

- Around 41% of prison leavers and 33% of people on community sentences have an accommodation need. The most prevalent need is issues with family and close relationships, and lifestyle issues.⁸
- Offender management in custody model rollout is complete.
- Commissioned Rehabilitative Services accommodation has been in the region since June 2021, and the new Community Accommodation Service will come online in 2022.
- A contract to engage people on probation with St Giles Wise Group is developing feedback on services from those with lived experience.

⁸ Identified needs of offenders in custody and the community from the Offender Assessment System, 30 June 2021



Important partners in this work

- Local authorities
- Future Community Accommodation Service provider
- Thirteen Housing, as the Commissioned Rehabilitative Services accommodation provider
- Ingeus, Changing Lives, and St Giles Wise as the Commissioned Rehabilitative Services providers for emotional wellbeing and women's services
- Future provider of the departure lounges – to be determined
- Clinks, for engagement with the voluntary and community sector



Targets

- By July 2023, North East will increase the proportion housed on the night after release by 12 percentage points from 78% in March 2022
- By July 2023, North East will increase the proportion in settled accommodation 3 months after leaving prison by 6 percentage points from 74% in March 2022



Three-year objectives

- Ensure departure lounges are available on the day of release to all prisoners
- Increase the number of prisoners prior to release and people on probation who have suitable, sustainable and safe accommodation
- Ensure the Community Accommodation Service is embedded and delivering positive outcomes
- Increase the number of approved premises bed spaces
- Increase referrals to the Commissioned Rehabilitative Services providers for mentoring services to match need
- Develop a more co-ordinated approach to commissioning family services, allowing for a better transition between custody and the community
- Develop pathways with local partners to design a holistic approach to 'youth to adult' transitions



Three-year activities

- Ensure more prison leavers have accommodation on release
- Ensure more prison leavers and people on probation are settled in accommodation three months after supervision begins
- Encourage and support prisoners to re-establish or maintain relationships with their children and families where appropriate
- Provide oversight for establishments' Family and Significant Others Strategy documents, and sign off family performance measures
- Increase involvement with educational establishments and other key partners to tackle intergenerational crime and crime prevention
- Ensure each police and crime commissioner area has a 'youth to adult' strategy and operating model to meet local needs

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

- The level and frequency of reoffending in the North East has always been among the highest in the country. The refresh of integrated offender management gives the opportunity to tackle the most frequent offenders and promotes a whole-system approach. The multi-agency processes to manage the most dangerous offenders are well established in the region, and work will focus on improving individual practice to manage risk of harm posed. The additional support to manage higher-risk cases in the community is well served, with six approved premises.
- Prisons and probation in the region ensure sentences are delivered to protect the public and work with probation and partners to support resettlement.
- The total recorded crime in all three police force areas is above the national average of 82.4 crimes per 1,000 people. Northumbria has 87.8 and Durham 88 crimes per 1,000 people. Cleveland had the highest crime rate of all the police force areas in England and Wales in 2020-21, with 119.1 crimes per 1,000 people.⁹
- 99.8% of pre-sentence reports are provided to the court in the timescales required.¹⁰
- 96.7% of people on probation have their initial sentence plan completed in the timescales required.¹¹

9 Office for National Statistics, Crime in England and Wales, Police force area data tables, 27/02/22 **Crime in England and Wales: Police Force Area data tables – Office for National Statistics (ons.gov.uk)**

10 GOV.UK, Probation data, Jan to Mar 2021 **Probation data – Justice data**

11 GOV.UK, Probation data, Jan to Mar 2021 **Probation data – Justice data**



Important partners in this work

- Police and crime commissioners
- Local constabularies
- HM Courts and Tribunal Service
- Local Criminal Justice Boards
- Multi-agency public protection arrangements and multi-agency risk assessment conferences
- Northumbria Violence Reduction Unit
- Electronic monitoring provider
- Probation approved premises, to accommodate those posing the most risk in the community



Targets

- By April 2023, North East will increase the proportion of sexual offence interventions completed by 4 percentage points from 66% in March 2022



Three-year objectives

- Reduce the risk of serious harm posed to the public, evidenced through improved HM Inspectorate of Probation reports
- Reduce the risk and frequency of reoffending for people leaving prison and those on probation caseload
- Ensure more orders and licences complete successfully, leading to a reduced number of breaches and recalls
- Introduce a range of interventions to address risky behaviour around domestic abuse and stalking and harassment
- Increase police and crime commissioner and public nominations for community payback projects
- Ensure victims are central to the criminal justice process and work closely with local police and crime commissioners' victim services
- Improve on-the-day sentencing outcomes at court



Three-year activities

- Increase public confidence in the work that prisons and probation undertake
- Implement and embed the new Integrated Offender Management Strategy to reduce reoffending
- Implement and embed the probation target operating model, including the new resettlement model
- Meet national standards in accordance with the new unified target operating model
- Develop mutually reciprocal joint strategic aims with partners, including commissioning and delivering approaches to violence and antisocial behaviour
- Increase victims' feedback on policy and services
- Increase the numbers of pre-sentence reports completed on the day

Our partners

- Our partners
- Northumbria Violence Reduction Unit
- Thirteen Housing
- Ingeus
- Changing Lives
- St Giles Wise
- New Futures Network
- Jobs Unlocked Recruitment Agency
- Shannon Trust
- Association of Police and Crime Commissioners
- Judiciary of England and Wales
- National Police Chiefs' Council
- Youth Justice Board
- HM Courts and Tribunals Service
- UK Health Security Agency
- Office for Health Improvement and Disparities
- NHS
- Department for Work and Pensions
- Clinks
- National Fire Chiefs Council

Measuring progress and impact

This regional Reducing Reoffending Plan sets out HMPPS's vision to reduce reoffending in the North East. 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