



HM Prison &
Probation Service

Yorkshire and the Humber

Reducing Reoffending Plan
2022-25



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Foreword

In the Yorkshire and the Humber region, the work to reduce reoffending is a collaborative approach between HM Prison and Probation Service (HMPPS) and our partners in the public, private and third sectors.

Effective rehabilitation of people on probation and in prison has long been recognised as an essential component of ensuring public protection through reducing the rate of reoffending. We are striving towards a whole-system approach, where:

- victims of crime are heard and provided information at every stage of their contact with the criminal justice system
- we share information and data with our strategic partners to improve our understanding of why people offend and the different pathways out of offending for people on probation, including women, older people, those with mental health issues, people from ethnic minorities and LGBTQ+ people
- we are working with the judiciary to improve the range and scope of the alternatives to custody
- we explore opportunities to co-commission and co-locate within communities and with our partners to achieve better reducing reoffending outcomes, with a focus on the priority areas of accommodation, employment and substance misuse

- we continue to pilot innovative interventions and programmes – for example, through the Community Accommodation Service fund for transitional accommodation in our region, and the additional £80 million of national funding for substance misuse treatment and support
- we recognise people's ability to change and are committed to employing individuals with previous convictions, as well as working with the third sector and the supply chain to identify employment opportunities in our communities

Central to our ability to deliver services is fostering a culture of inclusion, innovation, continuous improvement and transformation through partnerships.

We recognise that we continue to work in challenging times. We are extremely confident that our staff, who are our greatest asset, will continue to adapt to meet the opportunities and challenges post-pandemic, working alongside our partners.

Lynda Marginson, Regional Probation Director

Helen Judge, Prison Group Director



Vision

Working together across the Yorkshire and the Humber 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 Yorkshire and the Humber region

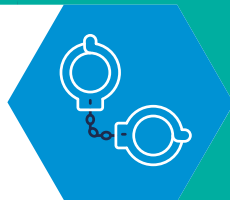
Total population of
5.4 million (2019)



Made up of prosperous towns and cities, extensive coastal areas and large rural areas



A proven reoffending rate of
28% (2019)



A diverse range of employment sectors, including large-scale steel industries, wholesale, retail, health and social care, accommodation, food services, and manufacturing



A probation caseload of
17,205, with a prison population of **8,430**



13 prisons



20 court centres,
delivering a caseload of
over 10,000 defendants
(2019)



21 local authorities

2,100
probation employees



22 Clinical
Commissioning Groups

3 police and
crime commissioners:
Humberside, North Yorkshire
and South Yorkshire



£187 million
of investment pledged to
the region through round 1
of the Levelling Up Fund

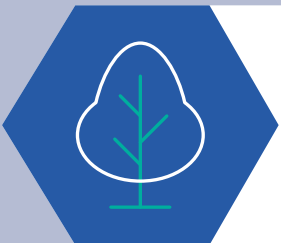
Achievements



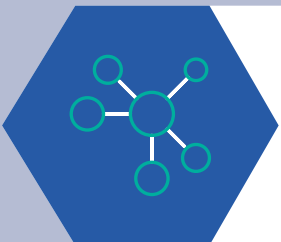
Yorkshire and the Humber Probation Service has 10 Commissioned Rehabilitative Services contracts, including accommodation, education, training and employment, personal wellbeing, and women's services, with 5 more procured this year for finance, benefit and debt, and dependency and recovery.



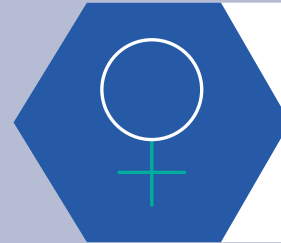
The Yorkshire and the Humber Rehabilitation Partnership Board has continued to develop joint strategic oversight of shared outcomes for rehabilitation.



We have expanded our unpaid work teams to reduce backlogs and continue recovery from the impact of COVID-19.



Unification of the Probation Service has allowed for shared good practice, development of teams and a more joined-up approach to probation delivery.



Successful joint working across HMPPS has supported women with the services they need to reintegrate into the community – for example, the development of a 'departure lounge' at HMP New Hall.



We have commissioned services for those who are neurodiverse and those from ethnic minority communities.



We have developed a new model of provision for those serving short sentences, including community integration teams of wraparound support both inside and outside of prison.



We are recruiting 10 employment leads, 10 ID and banking support leads, 13 (8 in 2022 and 5 in 2023) neurodiversity support managers, 4 housing specialists, and 4 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

We place great emphasis on improving outcomes to help people on probation and in prison to find a job on release, increase their skill set and improve their social capital.

- Statistics show that some areas of Yorkshire and the Humber are above the national average for unemployment (e.g. Hull and North East Lincolnshire).^{1,2}
- Approximately 10% of prison leavers have a job six weeks after release. This percentage is lower for women.
- 47% of people on probation have an identified education, training or employment need.³
- Training prisons have focused on developing a range of skills in construction, including courses in bricklaying, painting and decorating, plastering, and tiling, and obtaining Construction Skills Certification Scheme cards. Most prisons have a waste management area or workshop and offer the relevant qualification. Logistics and warehousing qualifications are also a focus, which can include those for forklift truck operation.
- Through the New Futures Network, prisons have developed industry relationships with national sector leads in construction, hospitality and catering, transport and logistics, who introduce national employers to the region.
- Skills delivered in prisons across the region include injection moulding, television repairs, hair and beauty, horticulture, furniture repair and upholstery, information technology, and printing.
- For 2022-25, we have commissioned £3 million for Commissioned Rehabilitative Services focused on obtaining and maintaining suitable education, training and employment in the community.
- The unpaid work programme continues to improve the education, training and employment offer to people on probation.

1 Office for National Statistics

2 Community performance, GOV.UK – national data

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



Important partners in this work

- New Futures Network
- Commissioned Rehabilitative Services providers: The Growth Company
- Co-Financing Organisation providers: Ingeus
- Co-Financing Organisation activity hubs: The Growth Company
- Prison partners: Novus Works and Shannon Trust
- Department for Work and Pensions
- Local enterprise partnerships
- Voluntary, community and social enterprise sector partners, including Clean Slate and Offploy



Targets

- By July 2023, Yorkshire and the Humber will increase the proportion employed six weeks after release by 7 percentage points from 12% in March 2022
- By July 2023, Yorkshire and the Humber will continue to maintain the proportion employed six months after release at 23%



Three-year objectives

- Increase the number of prison leavers progressing to employment or further training in the community on release
- Increase the number of people leaving prison with improved literacy and numeracy
- Increase the number of prisoners developing relevant skills in prison and able to use them in future education, training and employment opportunities
- Ensure more prisoners released on temporary licence undertake training, education and work opportunities
- Increase the number of people on probation accessing relevant interventions, such as Commissioned Rehabilitative Services and Co-Financing Organisation education, training and employment provision, to increase skill sets relating to employability
- Increase the number of unpaid work placements to improve relevant work skills



Three-year activities

- Establish Employment Advisory Boards in each prison to connect employers with prisons
- Continue partnership working through the regional employability steering group
- Introduce a prison employment lead role in all Yorkshire Prison Group sites and HMP Doncaster, to lead on the construction of an end-to-end prison employment pathway
- Continue to develop the prisoner education service, and expand resource to look at all aspects of the current contract to help people in prison improve job prospects
- Refine curricula to take account of need in individual prisons, local and national market intelligence, and cohort and prison segmentation data
- Ensure neurodiversity specialist roles are present in Accelerator prisons, with neurodiversity high on the prison education agenda
- Develop innovative ways of working: HMP Hull and HMP Humber have received plant simulators which will help with training on large plant machinery
- Improve and expand the Probation Service Interventions Unit to provide high-quality behaviour change programmes
- Work with partners to develop projects for unpaid work, providing positive opportunities for those on probation and benefiting local communities

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.

This Reducing Reoffending Plan follows the recent national Drugs Strategy, 'From harm to hope', and the joint thematic inspection of community-based drug treatment and recovery work with people on probation, published in August 2021. The HM Inspectorate of Probation inspection suggested that 'half of all acquisitive crime may be drug-related'.⁴

⁴ <https://www.gov.uk/government/publications/from-harm-to-hope-a-10-year-drugs-plan-to-cut-crime-and-save-lives>

Regional context

- Hull was ranked in the top 10 areas with multiple and complex needs ('From harm to hope') and, of the 15 local authorities in the region, was identified as having the highest levels of need and complexity among drug users by the Office for Health Improvement and Disparities.
- Around 24% of people on probation in the region have been identified as having an alcohol misuse need. This is higher for identified drug misuse need, at 36%.⁵
- Substance misuse differs by the type of supervision a person is under. Alcohol misuse is more prevalent for those on community sentences, and drug misuse is higher for those on licence.
- 47% of women and 27% of men report a drug problem on entry to prison. For alcohol, the figures are 28% of women and 17% of men.⁶

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

6 Why Women 2021 Briefing (Prison Reform Trust) (prisonreformtrust.org.uk) 2021 and A System designed for women.pdf(storage.googleapis.com).ht



Important partners in this work

- Local authority public health teams, particularly commissioners of drug and alcohol treatment services
- Police and crime commissioners and the Deputy Mayor's Office
- Police, including intervention on arrest
- Providers of drug and alcohol treatment services in the voluntary sector, the NHS, and organisations for patients, people on probation, families and those with lived experience
- Office for Health Improvement and Disparities
- Relevant national organisations, including Clinks, Collective Voice, and UK Harm Reduction Alliance
- Addictions Provider Alliance, representing NHS drug and alcohol treatment providers – similar to Collective Voice, which does the same for big voluntary sector providers



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 prison leavers who have a substance misuse problem remaining engaged in treatment three weeks after release
- Increase the number of people within the criminal justice system receiving appropriate treatment and other interventions to reduce their risk of harm and reoffending
- Ensure drug treatment is provided to offenders with multiple and complex needs in conjunction with other services, including mental health provision, housing and other specialist and interagency services
- Ensure the resettlement of prisoners focuses on robust continuity of care from prison to community



Three-year activities

- Engage with partner organisations to ensure drug users are identified, assessed, and offered appropriate interventions and treatment throughout their journey in the criminal justice system
- Improve the assessment and engagement skills of probation staff regarding drug and alcohol use, drug and alcohol treatment, and supporting people to engage constructively with treatment services
- Work with partner organisations to increase the numbers of offenders in treatment, including those with multiple and complex needs, through effective contribution to local commissioning and national programmes (e.g. Changing Futures, Project ADDER), and development of joint and co-commissioning arrangements
- Implement the community integration team model for the resettlement of prisoners, including continuity of care and treatment for drug and alcohol use
- Develop strategies to reduce drug-related deaths and morbidity (considering self-harm and overdose), including raising staff awareness of appropriate health and harm reduction interventions
- Increase access to appropriate community sentence treatment requirements, provided in partnership with relevant treatment services

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.

We are committed to helping people at all stages of the criminal justice system to find and maintain suitable accommodation, and ensuring that children and families of those who offend are properly protected.

Regional context

- Around 33% of people on probation have an identified accommodation need within the region.⁷
- National data indicates that around 70% of people had accommodation on release from April 2020 to March 2021.⁸
- From July 2021, a Community Accommodation Service has been available which will provide temporary accommodation for up to 3,000 offenders who are subject to probation supervision and at risk of homelessness on release.
- A new approved premises is opening in the region, providing additional bed spaces.
- The region, through the regional rehabilitation partnership, takes a collaborative approach to managing continuity of services 'through the gate', including sub-groups focusing on custody and resettlement, and accommodation.
- The region commissions £5.4 million on Commissioned Rehabilitative Services to provide support and guidance around accommodation needs. We also commission smaller projects providing housing and support in some areas, such as York and Rotherham.
- We have a new contract for engaging people on probation with St Giles Wise, ensuring they are at the heart of provision designed to support their readjustment to society.

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

8 GOV.UK



Important partners in this work

- Commissioned Rehabilitative Services providers: Shelter, in collaboration with St Giles Wise and NACRO
- Community Accommodation Service provider: Mears
- Partners in the accommodation steering group including local authorities, the Office of Police and Crime Commissioners, and the Deputy Mayor in West Yorkshire
- Supported housing providers in the region



Targets

- By July 2023, Yorkshire and The Humber will increase the proportion housed on the night after release by 15 percentage points from 75% in March 2022
- By July 2023, Yorkshire and The Humber 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 more prison leavers have suitable accommodation within the first 24 hours of their release
- Ensure more prison leavers under probation supervision are in settled and suitable accommodation three months after supervision begins
- Ensure community integration teams are in place, offering bespoke supervision to those serving short prison sentences, including wraparound support to reintegrate into the community
- Put in place pathways specifically for community integration teams and Accelerator projects, including continuity of care for reintegration with specific pathways around mental health
- Develop and implement the HMPPS Yorkshire and the Humber Accommodation Strategy alongside key partners
- Reinvigorate the focus on family links and maintain them during custodial sentences



Three-year activities

- Continue to develop capacity with Community Accommodation Service provision
- Continue effective partnership with the regional accommodation steering group to develop pathways into appropriate and sustainable accommodation
- Ensure Commissioned Rehabilitative Services for personal wellbeing, focusing on social inclusion and how it supports other accommodation provision
- Work within prisons to develop programmes for family relationships and accommodation
- Work with NHS England to roll out the RECONNECT care after custody service, piloting telemedicine at HMP Hatfield, HMP Hull and HMP Moorland
- Develop a peer mentoring model with a view to improving access to community activities and support, to improve adjustment to society and health and wellbeing outcomes
- Continue to develop innovative work with partners around enabling women to reintegrate into communities (e.g. West Yorkshire Improving Women's Lives Network)
- Continue to develop support for people on probation with mental health or neurodiversity issues through key partnership networks (e.g. criminal justice and mental health forum, liaison and diversion services)
- Promote children and families provision in prison establishments

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

- Statistics show that in the first part of 2021, around 78% of people successfully completed community sentences in Yorkshire and the Humber. We strive to achieve good levels of compliance in our region.⁹
- We have a range of interventions and measures as part of both prison and community sentences, designed to ensure public safety and effective monitoring.
- We are one of the first regions to develop our resettlement approach, implementing regional community integration teams who work to identify people's immediate needs when they enter custody to ensure they are addressed throughout their sentence. This is designed around those who have the most complex needs. The model is delivered both in and outside of custody to ensure continuity.
- We have a strong partnership work ethic which ensures effective collaboration around multi-agency public protection arrangements and integrated offender management teams.
- We have effective interventions to support victims, ensuring they are at the heart of sentence management.

9 GOV.UK



Important partners in this work

- Police
- HM Courts and Tribunals Service
- Child and adult social services
- Youth offending services
- Police and crime commissioners and Deputy Mayor in West Yorkshire
- Local authorities
- Victim and witness services
- NHS England
- Department for Work and Pensions
- Drug and alcohol providers
- Specific organisations providing bespoke support services to those in prison and on probation



Targets

- By April 2023, Yorkshire and the Humber will increase the proportion of sexual offence interventions completed by 27 percentage points from 43% in March 2022



Three-year objectives

- Grow and develop our workforce by attracting and retaining talented people, ensuring the right staff are in the right place across HMPPS
- Train probation officers to ensure our regional contribution to the national objective is met
- Use a range of technology to ensure effective delivery of services, victim safety and improved compliance
- Maximise our capacity to serve the courts, working with the centre on additional spaces within our existing footprint and via rapid deployment units
- Improve compliance, considering effective measures to engage people to complete their sentences
- Embed our community integration approach to increase the services provided to people who are sentenced to short custodial sentences and those identified under the integrated offender management categories
- Work in partnership with local and regional services to ensure the most effective public protection arrangements



Three-year activities

- Recruit proactively to ensure a robust and resilient workforce, including for specialist roles in prisons and in the community
- Deploy appropriate technology and smarter working to improve compliance and communication in prisons, courts, Probation Delivery Units and multi-agency arenas
- Liaise with HM Courts and Tribunals Service and sentencers to ensure they are aware of all sentencing options to promote compliance and receive feedback on outcomes
- Expand resources for our reception prisons to enhance the initial needs assessments, completing appropriate referrals to ensure early engagement with support services
- Continue to develop performance data alongside police colleagues, to demonstrate the effectiveness of our approach and the impact of community integration teams in reducing neighbourhood crime
- Develop a range of co-commissioned services with partners to enhance the management of risk, such as stalking interventions and restorative justice
- Work with police and crime commissioners and the Deputy Mayor in West Yorkshire, in the monitoring and oversight of integrated offender management services, to ensure they are effective and responsive to change

Our partners

- Addictions Provider Alliance
- Clinks
- Collective Voice
- UK Harm Reduction Alliance
- National Police Chiefs' Council
- Association of Police and Crime Commissioners and Deputy Mayor in West Yorkshire
- Judiciary of England and Wales
- National Health Service
- 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
- National Fire Chiefs Council
- Public Health Wales

Measuring progress and impact

This regional Reducing Reoffending Plan sets out HMPPS's vision to reduce reoffending in Yorkshire and the Humber. 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