



HM Prison &
Probation Service

HM Prison and Probation Service

Business Plan

2017/18





Her Majesty's Prison and Probation Service (HMPPS)

Departmental Strategic objective:

A prison and probation service that reforms offenders

- Maintain the highest level of public protection
- Keep prisons safe, secure and decent
- Support offenders to reform
- Reduce reoffending

What HMPPS is trying to achieve

- Deliver and manage efficient and effective prison, probation and youth justice services in England and Wales
- Safe, secure and decent prisons and community services that protect the public
- Support offenders to reform through tackling the underlying causes of offending
- Provide a continuous path to reform by integrating the prisons system more closely with services in the community and making better use of early intervention
- Deliver more effective and tailored interventions for those in our care who are vulnerable or have distinct needs – such as women and young offenders

How HMPPS will achieve it

- Developing our leaders and staff by providing them with the right kind of training and development experiences
- Setting tough standards for our leaders on what we expect them to achieve such as supporting offenders with drug and alcohol dependencies in prison or helping them find work
- Empowering governors and probation leaders to use evidence, resources, levers and decision-making authority to make the difference in reforming offenders
- Tackling the behaviours that we know make people more likely to commit crimes
- Delivering change and implementing reform in areas that need a national response such as:
 - recruiting an extra 2,500 officers so that every offender has a dedicated officer to supervise them and prepare them for life after prison
 - building the right estate for safety and reform supported by better technology developing a safe rehabilitative culture
- Using community penalties and earlier interventions that have the confidence of sentencers and the public, to punish offenders, provide reparation for actions and reduce reoffending
- Working with partners to improve resettlement and 'through the gate' services for prisoners on release from custody
- By operating in line with MoJ values promoting decency and inclusivity to allow both staff and those under our supervision to expand and fulfil their potential

HMPPS Strategic objective: A prison and probation service that reforms offenders

How we deliver our services

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- 103 public sector prisons (plus 2 Immigration Removal Centres (IRC) & 1 Secure Training Centre (STC))
- 14 private sector prisons, managed under contract
- The National Probation Service (NPS)
- Community Rehabilitation Companies (CRC)
- Youth Custody Service
- HMPPS in Wales
- Electronic Monitoring (EM)
- Prisoner Escort and Custody Service (PECS)
- HQ casework functions and systems

Implementing change programmes

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- Implementing a new operating model for HMPPS Agency to drive performance improvement across the system
- Formation of the Youth Custody Service
- Implementing the Offender Management in Custody model
- Completion of the programme to build and bring HMP Berwyn to operational capacity
- Complete the Effectiveness, Efficiency and Excellence (E3) programme to design and implement a New Operating Model for the NPS
- Implementing the outcome of the Probation Review to achieve better integration and improvement in community service interventions
- Delivering improved services for both EM and PECS
- Delivering MoJ policies on Prison Reform within the Agency, including Prison Estate Transformation, Digital Transformation and recruitment of 2,500 prison officers
- Embedding the new food contracts and ensuring continuity of service

Delivering the orders of the court

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- Effectively delivering the orders of the courts to punish, reform and rehabilitate offenders
- Ensuring Safety, Security and Decency in Prisons
- Maintaining sufficient and appropriate accommodation which meets offenders needs
- Provide advice to courts, manage offenders in the community, and provide statutory support to victims of serious crimes
- Implementing and ensuring compliance with EM curfew requirements

Priority areas

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Metrics - A Prison and Probation service that reforms Offenders

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Working with our partners

Home Office	Cabinet Office	Department for Work and Pensions
Police forces	Foreign and Commonwealth Office	Local Government
Security Services	NHS England and NHS Wales	Business, Energy and Industrial Strategy
Police and Crime Commissioners	Public Health England and Public Health Wales	Foreign Corrections Services
Crown Prosecution Service	Department of Health	The voluntary sector
Welsh Government	Ministry of Defence	The private sector
Private Sector Suppliers		

Using these resources*

	2017-18
RDEL £m	3,822m
CDEL £m	200.7m
Projected Workforce (at start of year)	44,700

*Breakdown of resources in Annex A

Foreword from the HMPPS Chief Executive Officer

Her Majesty's Prison and Probation Service delivers the sentences and orders of the Courts by holding those committed to custody safely and securely, or by providing effective sentences or supervision in the community. The purposes of sentencing are to protect the public, deter offending, punish and rehabilitate offenders and to provide reparation for actions.

The Government has launched an ambitious reform programme and our role within the HM Prison and Probation Service is to turn the reform ambitions into clear measurable improvement in performance and outcomes across the system, working with offenders both in the community and in custody.

This Business Plan sets out how we will take the work forward. It provides a deliverable plan to improve performance outcomes by investing in our people to enhance their professional skills and by promoting a clear and continued focus on effective evidence based practice.

The Business Plan commitments set out in this document are backed by additional resources and investment which will enable real progress to be made during 2017-18 enabling the new HMPPS Agency to better protect the public and to 'Prevent Victims by Changing Lives'.



Michael Spurr

Michael Spurr

Creation of HM Prison and Probation Service

How will we operate?

We will:

- ensure that the men and women and young people in custody are kept safe and treated with decency and respect
- put continuous improvement and evidence-based practice and principles at the heart of how we deliver services
- focus on the operational performance of prisons, probation and youth custody
- work as an effective Senior Business Owner as part of the Prison Safety and Reform Portfolio
- provide operational input and expertise in the development of policies, ensuring that they are deliverable and affordable within the Agency's budget
- promote equality and diversity in all we do
- reduce BAME disproportionality in the criminal justice system by refreshing the Agency strategy and taking forward the learning from the Lammy Review
- give operational senior managers greater empowerment – with budget flexibilities and greater accountability for performance
- rigorously use data, evidence and assurance information to analyse and drive performance improvement including acting on recommendations and lessons learnt from IMB and Inspectorate Reports
- commit to professional development and progression, including more cross sector working
- maintain and build our partnerships
- deliver an integrated system to support offenders to turn lives around in custody and the community
- have a prison estate to meet the particular needs of individual groups including: foreign national offenders (FNO), women, youth, long & short term prisoners, remand prisoners, sex offenders and older offenders
- align the operating models to deliver a coherent strategy where offenders flow through the system ensuring they are in the right place, at the right time, with the right services to meet their needs
- be open, honest and transparent

How we deliver our services

HMPPS delivers crucial core services to protect the public, punish and rehabilitate offenders and reduce reoffending.

Service delivery

- **Her Majesty's Prison Service (HMPS)** runs 103 public sector prisons and 14 contracted out prisons (plus 2 IRC & 1 STC), both working to keep offenders safe and secure, in decent surroundings, free from violence, disorder and drugs, so that we can prepare them for a better, more purposeful, life on the outside
- **The National Probation Service (NPS)** supervises high-risk offenders released into the community and provides statutory support to victims of serious sexual or violent crime. It works in partnership with CRCs, courts, police, and private and voluntary sector partners to manage offenders safely and effectively
- **Community Rehabilitation Companies (CRC)** provide community and prison-based rehabilitation services for low and medium risk offenders
- **Youth Custody Service** works to prevent offending by children and young people, ensuring youth custody is safe, secure, and tackles the significant issues that are often presented including the causes of their offending behaviour
- **HMPPS in Wales** works in partnership with the Welsh Government to deliver services in Wales
- **Electronic Monitoring (EM)** of offenders and defendants, using private sector suppliers, provides a reliable and effective electronic monitoring curfew service
- **The Prisoner Escort and Custody Service (PECS)** safely transports prisoners between prisons and between prisons and courts via a private provider

Implementing change programmes

- Design, deliver and embed the new HMPPS Agency to ensure better outcomes for offenders and to implement MoJ and Ministerial policies for Prisons, Probation and Youth Custody
- Complete the Effectiveness, Efficiency and Excellence (E3) programme to design and implement a new operating model for the NPS
- Finalise building and fully populate HMP Berwyn
- HMPPS Digital Transformation aims to improve the outcome of prisoners and the performance and safety of prisons through changes in technology usage
- HMPPS ICT Transition and Strategy programme seeks to enable CRCs to move to their end state ICT solution and to support them in this transition
- Retender and implement new contracts for the provision of PECS
- We will continue the work to deliver an improved EM service, which exploits new location monitoring functionality
- Deploy the retendered food contracts that supply food to all public prisons, some private prisons and IRCs
- Implement MoJ Prison Reform programmes, including:
 - Prison Estate Transformation: transforming the prison estate to better match the risks and rehabilitative needs of the prison population
 - Prison Officer recruitment: 2,500 additional prison officers

Delivering the orders of the court

HMPPS serves the public by delivering the sentences and orders of the court. The purposes of sentencing are defined in legislation as:

- the punishment of offenders
- the reduction of crime (including its reduction by deterrence)
- the reform and rehabilitation of offenders
- the protection of the public
- the making of reparation by offenders to persons affected by their offences

HMPPS will successfully deliver these sentences and orders of the courts through our focus on the following areas:

- **Safety:** we are committed to ensuring prisons are safe for everyone by continuing to focus on maintaining good order and control, and by reducing violence, self harm and substance misuse
- **Security:** we aim to improve our performance through physical, procedural and dynamic security arrangements appropriate to the risks different categories prisoners pose
- **Decency:** we are committed to ensuring decent living and working conditions in prison for both staff and prisoners
- **Foreign National Offenders (FNO):** implement agreed HMPPS action plans to increase the removals and transfers of FNOs
- **Community:** we will manage risk and public protection, ensuring orders of the court are carried out. We will use effective community penalties to punish offenders and reducing reoffending
- **Youth Custody:** we are committed to improving the regimes across the Youth Secure Estate and to supporting young people to develop so they can be good citizens in our communities

Professionalising our workforce

Promoting Pride in our Service, professionalism in our work and a people focus in all we do.

Our aims

We will create opportunities to move between HMPS, NPS, Youth Custody Service and HQ creating secondment opportunities (external and internal) to broaden the skill base across all of our staff.

Through MoJ Functional Leadership, we will continue to professionalise our HQ making it more strategic, enabling delivery of our frontline services and reforms and strengthening the department's corporate and professional services.

We will focus on creating future leaders across HMPPS building on the experience of current staff and bringing in external talent.

Her Majesty's Prison Service (HMPS)

HMPS will have improved training and professional opportunities for staff through the development of a workforce strategy, which will include:

- recruiting an additional 2,500 new prison officers
- a new leadership programme for senior managers
- an apprenticeship scheme, starting at operational service grade to prison officer level
- progression opportunities for prison officers with additional skills who deal with complex issues
- Introduction of a new Unlocked Graduate Scheme and Direct Entry Scheme to attract and develop new talent

National Probation Service (NPS)

Probation will have the right resources to manage services delivered in the community:

- we will create apprenticeship schemes to get new staff into probation
- we will establish enhanced professional qualifications for probation officers
- we will create progression opportunities
- we will establish a professional register for probation practitioners
- we will recruit the next tranche of probation officer trainees to ensure we are equipped for the future

Youth Custody Service

Youth Custody Service:

- all staff working with children will be appropriately trained in the needs of children and safeguarding
- development of workforce strategy tailored to Youth Custody requirements

Prisons

Prisons – places of safety and reform

Our Aims

- provide a safe, secure and decent environment - an essential foundation for building a supportive and rehabilitative culture that motivates and enables prisoners to make positive changes in their lives
- effective performance management of private prison contracts
- make prisons safer by reducing the number of assaults on staff and prisoners and the risk of violence by managing behaviour appropriately
- increase staff confidence in the Agency's response to violence by ensuring all cases are appropriately referred to by the police and the courts so that prisoners can be held accountable and appropriately punished
- treat prisoners without prejudice, bias or unfair discrimination, continuing to monitor outcomes for BAME prisoners and other groups to ensure fair treatment of all prisoners
- deliver greater local empowerment and accountability
- reduce the incidences of self-harm and the rate of self-inflicted deaths in Prisons. We have established the Prison Safety and Reform Programme to help us to achieve this and are working closely with NHS England to improve secure accommodation transfer times
- implement the Offender Management Model in Custody - introducing a new key worker role and improving the way in which we case manage individuals in order to assist them towards rehabilitation
- promote effective staff / prisoner relationships using the concept of 'every contact matters' across all groups
- ensure that effective partnerships and standards of security enable the management of security threats in custody
- maximise every opportunity to reduce reoffending through regime configuration, offender management, through the gate services, offending behaviour programmes, access to healthcare, education and engagement in purposeful activity
- have an effective group of staff and leaders who have the skills and opportunities to progress their careers, and to have an assessment process coupled with career and succession planning arrangements that support this
- manage the capacity of prison places to deliver the orders of the court
- maximise use of technology to improve the outcomes of prisoners and the performance and safety of prisons
- make prisons safer and more secure, to serve and protect the public
- work with Security, Order and Counter Terrorism to recognise, understand and manage threats to operational and national security, prison order and safety, and to support our partners in upholding the rule of law

Milestones

Deliver the Offender Management Model in Public Sector Prisons	For Pathfinder sites, roll out of the Key worker part of the model will commence from June 2017, as recruitment allows, and the case management part of the model will follow later in the year. Full model across the remainder of the estate by March 2019
Ensuring the prison estate is operating safely, designing and delivering discrete and decent regimes based on available resources and identifying where resources need to be moved within establishments to manage risk effectively	Ongoing. Regular monitoring, reporting & Hold to Accounts
Maintain stability, order and control, reduce assaults, self-inflicted deaths and self-harm	Ongoing, as above
Maintain security standards to ensure there are no escapes from custody	Ongoing, as above
Close working with CRCs and NPS to improve rehabilitation for prisoners	Ongoing, as above
Ensure the operation of the Youth Custody Service is safe, decent and secure whilst ensuring the specific needs of young people are met	Ongoing, as above

Probation

Ensuring that the NPS and CRCs are operating effectively to protect the public and rehabilitate offenders.

Our aims

- deliver the orders of the courts and uphold the principles of sentencing: to deter crime; to protect the public; to punish and rehabilitate offenders and to provide reparation for actions
- provide advice to the courts
- improve outcomes for offenders under probation supervision (better accommodation; higher employment rates; lower drug and alcohol abuse; reduced reoffending) by:
 - improving quality and consistency of community sentence requirements
 - strengthening standards and accountability for delivery by CRCs and NPS
 - improving CRC delivery with a greater focus on outcomes for through the gate support and community sentences
- continue to monitor the number of BAME individuals accessing probation services with a view to ensuring fair treatment
- sustain and improve performance
- continue to deliver EM services and work to implement the EM programme
- improve quality of practice, by establishing a new Effective Probation Practice team to support improvements in operational delivery
- fully implement the NPS operating model in line with E3, establishing a consistent approach to the delivery of services across the NPS
- fully implement any changes to the CRC contracts and drive improvements in the current contracts
- deliver greater local empowerment and accountability
- contribute to and where appropriate, lead activity to improve the impact of the whole Criminal Justice System. We will support delivery of departmental priorities, including Prison Safety & Reform and Her Majesty's Courts and Tribunal Services Reform
- the Probation IT programme will ensure better IT solutions and services, which will be deployed over the course of the year, to improve operational delivery across community services
- contribute to the effective delivery of MoJ's Strategy for female offenders

Milestones

Publish an updated NPS Operating Model to reflect E3 Phase 2	Complete
Complete changes to CRC contracts to better reflect the cost of delivering services	Complete
Set out how we will improve the quality of practice across the NPS, including a commitment to launch an internal register for probation practitioners, with plans for a full professional register	Quality Plan - December 2017 Internal Register - March 2018
Deliver a programme of NPS transformation (E3), standardising practices and systems	December 2017

Women's Justice

Addressing the distinct needs of women in the justice system to help them to turn their lives around and stop offending.

Our aims

- to implement policies to reduce the number of women entering the justice system, the proportion of women who reoffend and the number of children whose lives are disrupted
- ensure the needs of women are properly addressed across community and custody provision
- take an informed, gender-specific approach to women offenders at all stages of their journey through the HMPPS system
- improve the custodial estate with suitably trained staff, that meet women's physical, emotional, and social needs
- to provide courts with gender-specific, robust and informed sentencing options which take into account a woman's risk, personal circumstances and rehabilitation needs
- to enhance the management of women offenders, exploring how new technology may enable more women with young children to serve their sentence in the community
- collaborate with NHS England to maximise the use of rehabilitative requirements for women including more effective use of Mental Health Treatment
- work with providers of services to women offenders, including CRCs, to ensure services for women are based on evidence of effectiveness

Milestones

Consider the implications of NPS Pre Sentence Reports (PSR) review and quality improvement plan for PSRs prepared on women offenders	Ongoing
Support local areas to develop a multi-agency approach to provide a holistic response to female offenders and vulnerable women at risk of offending	Ongoing
Ensure that CRCs and the NPS focus on providing the support women need to turn their lives around, developing a programme of high quality, gender-specific provisions to all women, and make good links with wider partners (statutory and voluntary) to support reduced reoffending	Ongoing
Maintain stability, order and control, reduce assaults, self-inflicted deaths, and self-harm	Ongoing

Youth Custody Service

Improving the custodial regime and community management of young offenders by addressing the distinct needs of young offenders in the justice system, helping them to turn their lives around and stop offending.

Our aims

- enhance standards in the youth justice custodial services to better meet the needs of those in our care, including reducing future reoffending and through rigorous performance management of contracts
- improve governance and commissioning to ensure better outcomes and value for money
- work with other government departments and partners to ensure effective preventative work
- take decisive action to tackle and reduce violence in youth custody
- collaborate with health and care partners to enable high quality services
- improve education so that it is a safe environment in which young people can learn and reform
- ensure fair treatment of BAME young people
- reduce the levels of self harm across the youth estate
- professionalise staff to ensure they have skills tailored to deliver youth custody services
- support the MoJ Youth Justice Programme in the development of Secure Schools

Milestones

Appoint an HMPPS Board level Director responsible for Youth Custody within the Agency	Complete
Manage the transition of youth custody functions from the Youth Justice Board to HMPPS	Complete
Complete the change to the Youth Justice Board's functions	Complete
Develop a specific Safety Improvement Programme Strategy Programme for YOIs/STCs to tackle violence across the youth estate	December 2017
Start recruitment of Youth Justice officers	April 2018

Security Order and Counter Terrorism

Supporting safety and reform

Our aims

- focus on making prisons and approved premises safer and more secure, and supporting them to serve and protect the public
- support the operational field to recognise, understand and manage threats to operational and national security, prison order and safety, and to support our partners in upholding the rule of law
- provide necessary resources to support delivery of security and safety in prisons by improving intelligence, responding effectively to incidents and tackling key threats

Milestones - National Security Group

HMPPS Intelligence Command

Complete roll-out of regular tactical and strategic intelligence products that will support prisons and probation to understand and effectively manage their key threats	Throughout 2017-18 financial year
Continue to develop joint governance arrangements with partners	Regional and National arrangements in place. Currently designing joint processes with LEA partners

National Security Delivery Unit

Design and deliver an HMPPS Serious Organised Crime strategy to better tackle the threat presented by serious and organised criminals held in custody	Recruit Regional Operational Security teams by March 2018
Refresh corruption strategy and develop a new strategy to ensure the expansion of existing corruption prevention strategies and operating models into the NPS	February 2018
Establish the new Digital Investigations Unit as a national centre of excellence	March 2018

Extremism

Build and embed the new joint Home Office/HMPPS Counter Extremism and Counter Terrorism Unit	Throughout 2017/18 financial year
Deliver the Joint Unit's strategy for Counter Extremism and Counter Terrorism in prisons and probation	Complete

Milestones - Operational Security and Resilience Group

Key Threats

Procure and train a team of drug/alcohol and mobile phone detection dogs	March 2018
Agree a new framework for drone detection solutions	March 2018
Install innovative technological solutions with Mobile Network Operators in proof of concept sites to stop illicit mobile phones (subject to funding)	March 2018

Incident Response

Develop and revise Incident Management training	March 2018
Create and implement a new Daily Incident database	March 2018

Security Practice and Assurance

Improve the management of crimes in prison via the introduction of guidance to police and prisons	Commencing July 2017
Create the Operational Risk, Resilience and Assurance unit to proactively identify, forecast and mitigate potential risks in the prison estate	Established October 2017 – Recruitment ongoing
Review mobile phone interrogation processes and procedures. Put in place a sophisticated and intelligent process to be shared by other CJAs and which targets OCGs and terrorism/radicalisation	December 2017
Review the prisoners categorisation tool that better manages risk and assigns the prisoner to the lowest level of security appropriate to managing these risks throughout the custodial journey	March 2018
Revise and update Segregation guidance to establishments following the Supreme Court Judgment in Bourghass	End March 2018
Create and deploy a new Incident Management Policy - Awaiting Deregulation outcome	May 2018

Digital

Ensuring that the Agency is supported by effective and efficient technology and digital services.

Our aims

- The Digital Prisons Programme will improve the outcome of prisoners, and the performance and safety of prisons through changes in technology usage
 - for governors – it will help ease the management of their regime and make other change simpler to implement
 - for prison officers – it will reduce administration and enable them to have more meaningful interventions with prisoners
 - for staff – it will provide a more stable, flexible and sustainable technology platform to support future growth and requirements
 - for prisoners – it will improve processes and access to education
- The Probation IT transformation programme encompasses a plan of technology enhancements and optimisation. It will:
 - develop a modern and stable infrastructure platform
 - deliver a range of much needed upgrades and better connected systems for service users and NPS staff
 - give staff the tools they need, including mobile devices to enable them to be more effective and a provide a better user experience
 - help in sharing data across the wider probation sector including CRC partners
- Inherent within, and fundamental to the success of these major transformation programmes are plans to:
 - manage the controlled exit of the legacy IT contracts for Prisons & HQ and Probation, and the sourcing of more modern, flexible, scalable and ultimately cheaper replacements which can then be managed as part of a cross department shared service model
 - self-manage our core applications and, building on the capability created in the Agency's Digital Studio and in close cooperation with business leadership, develop and deliver into service new products such as those required by the Offender Management in Custody model, more quickly and at a lower cost

Milestones

Rollout of end user devices for NPS	Commencing September 2017
Exit legacy contract – HMPS & HQ	By December 2017

System Integration, Assurance, Operational Systems

Operating national systems, designing rehabilitative programmes, assessing delivery.

Our aims

The challenges we face are complex and we need a sustained focus on the critical issues over a period of many years. We will need to:

- design and operate system integration and assurance mechanisms to provide the Agency and MoJ Commissioners with information for each of the Agency's services for offenders to support improved quality outcomes and commissioning
- provide high quality and timely responses to Independent Monitoring Boards and Inspectorate reports; monitor the implementation of action plans; and ensure that findings and recommendations inform operational assurance and improve performance
- manage and assure the Agency's Change Portfolio
- manage grants effectively and in line with Cabinet Office expectations
- monitor, challenge and drive up the Agency's performance on staff and offender equalities
- operate the systems for removing and transferring FNOs from the prison estate as quickly as possible
- ensure effective relationships with the Independent Inquiry into Child Sexual Abuse (IICSA) and the police investigation teams
- ensure there is an effective and value for money litigation system
- design high quality interventions in custody and in the community using the most up to date evidence

Milestones

Introduce a new Agency equalities strategy	December 2017
Award grant funding to Voluntary, Community and Social Enterprise (VCSE) organisations to develop capacity and reform offenders	February 2018
Accreditation of Extremism and gang affiliated offending programmes	March 2018
Delivery of Litigation Cost Reduction Strategy	July 2018
Facilitate implementation of the Independent Inquiry into Child Sex Abuse (IICSA) “Truth Project” in prisons	Date to be determined
Roll-out of new programmes for men with sexual offences	Ongoing
Undertake planned audits of prisons, CRCs, NPS and EM Services as well as the development of assurance activity of the youth estate	Ongoing
Undertake planned prison standards audits and Measuring the Quality of Prison Life and Staff Quality of Life surveys in public and contracted prisons	Ongoing
Drive continuing improvements in FNO removals	Ongoing
Introduction of new co-commissioning arrangements (in England) for health services in custody	Ongoing
Set up a dedicated Unit in HMPPS with responsibility for inspection reports and other external reports	Complete

Joining up the System and Reducing Reoffending

Reducing reoffending by improving the effectiveness of remand on bail, community sentences, Release on Temporary Licence (ROTL), Home Detention Curfews (HDC) and recall. Providing effective interventions to ensure that Imprisoned for Public Protection (IPP) prisoners can be safely released from custody.

Our aims

- make prisons safer, assist prisoners towards their rehabilitation and ensure that the public is protected
- reduce reoffending by improving the effectiveness of and confidence in community sentences, as an alternative to custody, in appropriate cases
- working with our partners to deliver a range of services in custody and the community including:
 - employers
 - education providers
 - health and social care commissioners and providers
 - housing providers
- work in partnership with the Welsh Government to deliver custodial and community services in Wales
- undertake the day to day management of education services in prisons in England (education is devolved in Wales)
- make more effective use of ROTL to improve resettlement outcomes whilst maintaining public safety and confidence
- make more effective use of HDC, increasing access for prisoners who are eligible and suitable
- improve rehabilitative outcomes for offenders on licence by supervising them in the community where possible and using recall where necessary for public protection

Milestones

Deliver expanded Progression Regime to provide additional places for suitable prisoners	By March 2018
Roll out the SMART tool to support probation officers to make the most effective and appropriate recommendations in pre-sentence reports	March 2018
Implement consolidated HDC Policy Framework	By June 2018
Deliver new ROTL Policy Framework	To be determined
Deliver our services through collaborative working with a range of public & third sector partners including police, local authorities, health commissioners and health, social care and education commissioners and providers, and with a wide range of organisations in the voluntary and social enterprise sector	Ongoing

Prison Safety and Reform

Improving safety and security for staff and prisoners and life chances for prisoners after release by empowering governors, increasing accountability and scrutiny, and transforming the prison estate – HMPPS is the **Senior Business Owner** providing operational input and expertise in the development of prison reform.

Case for change

- the Prison Safety and Reform white paper published on 3 November 2016 set out the case for reforming the prison system and addressing safety and security issues
- almost half of all prisoners are reconvicted within a year of release. The cost of reoffending by former prisoners is estimated to be up to £15 billion a year
- assaults on prison staff increased by 32% in the 12 months to March 2017, while self-harm increased by 17%. The number of self-inflicted deaths increased by 12% to 114 in the 12 months to March 2017
- some negative outcomes are disproportionately higher for BAME prisoners in relation to their numbers in the prison population
- HMPPS will provide input to the scope of the portfolio as it develops over time and consider future business impacts and resourcing impacts on the Agency

Our aims

Recruitment	Improve recruitment and retention of prison officers by recruiting an additional 2,500 prison officers and increasing the proportion of staff we retain in the prison service
Staff and capability	Develop existing and build new capabilities of prison governors and staff so that they can make the transition to new ways of working and are equipped with the skills to ensure prisons are places of safety and reform
Technology	Fundamentally shift how technology is used to improve the outcomes of prisoners and the performance, safety and security of prisons
Improving outcomes	Improve outcomes for prisoners following release, by addressing health, drug use, educational attainment and work prospects Ensure fair treatment of BAME prisoners
Empowered and accountable governors	Give governors greater authority, flexibility and accountability to determine how their prisons are run, including how to prioritise and deliver services within their prisons
Scrutiny	Improve the framework of accountability and scrutiny of the prison system so it is clearer what the system is aiming to achieve, action is taken swiftly and proportionately to address failings and we make the most of learning from scrutiny bodies to improve outcomes
Safety	Improve prison safety, first stabilising the rise in violence, self-inflicted deaths and self-harm before reducing the levels in line with agreed targets. Put in place a new evidence based comprehensive strategy to address violence, self-harm and self-inflicted deaths
Security	Improve security in prisons, tackling security threats such as drones, illicit mobile devices, drugs and staff corruption
Estate transformation	Aims to transform the prison estate by: better matching it to the risks and needs of the prison population, closing old and inefficient prisons and investing in modern and fit-for-purpose ones
Education	Implement reform changes to Education Services to transform and improve outcomes in line with the commitments made in Prison Safety and Reform

Milestones

Reconfiguration of prisons to clarify roles and prisoner cohorts	Commencing May 2017
Introduce new entry schemes for prison officers, including a graduate scheme and an apprenticeship programme	Commencing September 2017
Begin roll out of the Governor Leadership programme	Commencing September 2017
Prisons in new organisational structures with local empowered and functional groups	April 2018
Fully mobilise all communities at HMP Berwyn	June 2018
Recruit an additional 2,500 prison officers	December 2018
Driving immediate operational improvements through the use of data and reviews to target support to enhance capability and compliance	Ongoing

Performance Framework

A Prison and Probation service that reforms offenders

Delivery Area	Metrics (Targets for the below metrics are currently being developed)
Prisons	Assaults on prisoners and assaults on prison staff (rate per 1,000 prisoners) Number of serious assaults on staff
Prisons	Number of homicides within prisons
Prisons	Self-inflicted deaths (rate per 1,000 prisoners)
Prisons	Incidents of self-harm (rate per 1,000 prisoners)
Prisons	Incidents of protesting behaviour (concerted indiscipline/incidents at height/ barricade/hostage)
Prisons	Number of escapees and absconders
Prisons	Cost per prison place / cost per prisoner
Prisons	Proportion of health appointments attended (excludes Wales)
Prisons	Rate of prisoners in suitable accommodation on release (From April 2018)
Prisons	Rate of prisoners in apprenticeships on release (From April 2018)
Prisons	Attainment in English and maths on release compared with at the start of custody (From April 2018)
Prisons	Number of hours worked by prisoners in industry
Prisons	Number of accredited programmes completed in prisons
Prisons	Number of prison officers in post (Band 3-5)
Prisons	Level of crowding in the prison estate
Prisons	Time out of cell (Future measure – development to follow pilot)
Prisons	Rate of positive results from random mandatory drug tests This excludes new psychoactive substances, which will be reported separately.
Probation	Percentage of offenders allocated (to either NPS or CRC) within two working days of sentence
Probation	Community Order / Suspended Sentence Order Completions
Probation	Employment on Release / Supervision
Probation	Accommodation on Release/Supervision
Probation	Compliance with Licence / PSS
Probation (NPS)	Allocation of Unpaid Work
Probation (NPS)	Sex offender programme completions
Probation (NPS)	Percentage of Pre-Sentence Reports completed within the timescale set by the court
Probation (NPS)	Breach timeliness
Probation (CRCs)	Completion of Unpaid Work
Probation (CRCs)	Completion of Programmes
Probation (CRCs)	Breach referral timeliness
Probation (CRCs)	Quality of breach referral
Youth Justice	Reduce the reoffending rates of young people
Youth Justice	Restrictive physical interventions, assaults and self-harm within young offender institutions and secure training centres
Reoffending	Adult Proven Reoffending rate

Annex A

HM Prison and Probation Service resources

The previous Agency (NOMS) had a strong record on delivering efficiency with £900m of savings delivered in the Spending Review 2010 period. HMPPS will continue to strive to ensure that the best value for money is achieved for the taxpayer.

The establishment of HMPPS sees significant investment in new prisons, new technology and the recruitment of 2,500 additional prison officers in support of Prison Safety and Reform.

The provision of financial support to the Agency will pass to MoJ Finance under the Functional Leadership initiative within MoJ Transformation. Critical to the effective delivery of the Agency's aims and objectives will be that functional leadership builds on the existing strong relationships between finance and operations.

The below table sets out the allocation of resource between Agency Directorates

Directorate	2017-18 (£m)
Public Sector Prisons	1,579
National Probation Service	449
Prison Estate Transformation Programme	15
Security, Order and Counter Terrorism	21
Electronic Monitoring	63
HMPPS in Wales (Inc. Education funding) *	187
Contract Management (Inc. OLASS)	1,191
Rehabilitation and Assurance (Inc. Education funding)	57
Digital and Change	139
HR	77
CEO/COO	24
Finance and Analysis	21
Centrally managed	-2
Total Net Fiscal RDEL	3,822

*In addition to HMPPS in Wales budget, funding is also received from Welsh Government

- Includes some budgets that will transfer out of the Agency under Functional Leadership
- Figures rounded to the nearest £m
- Some additional change funding is gated and held centrally by MoJ
- Corresponds with Resource detail on Page 5



HM Prison &
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