



HM Prison &
Probation Service

HMPPS Business Strategy: Shaping Our Future

NOVEMBER 2019





VISION

Working together to protect the public and help people lead law-abiding and positive lives

HMPPS PRINCIPLES

Enable people to be their best



Recruit a more diverse group of staff to achieve an inclusive culture that supports everyone to reach their potential

Better demonstrate our care for the wellbeing of our people

Attract new talent and provide existing staff with opportunities to improve skills, knowledge and experience, and develop their careers

An open, learning culture



Continually look for ways to improve performance and to deliver our services efficiently and effectively

Increase the use of evidence, insight and data to improve our understanding of what works, looking at good practice inside and outside of HMPPS

Learn from our successes and what has not worked well, and share that learning across HMPPS and our partners

Transform through partnerships



Improve collaboration across HMPPS to make best use of our collective expertise and influence

Expand and strengthen our partnerships, coordinating services so that those we manage can access the right interventions at the right time

Enhance how we work with our partners to better use our collective resources

Modernise our estates and technology



Work with Ministry of Justice to develop a long-term plan to invest in our estate – balancing improvements through investment in existing buildings with building new and modern facilities

Invest in key elements of our technology to improve the speed and functionality of IT provision for our staff

Improve technology and infrastructure to find more cost-effective ways of working and unlock innovative approaches to rehabilitation

OUTCOMES

- Protecting the public
- Reducing reoffending
- Decent and safe prisons
- Diverse, skilled and valued workforce
- High-quality sentence management



INTRODUCTION FROM JO FARRAR, CEO

Since I joined HMPPS in April, I have been impressed by the commitment, dedication and professionalism of our staff, whether you are working in prisons, probation, youth custody or in one of our headquarters teams. The work you do every day affects the lives of some of the most vulnerable in our society and I am proud to be part of this great organisation.

However, it is clear that there is still much we need to do if we are to become a world-class prison and probation service. I am pleased that we have secured funding to make our environment a safe and flexible place to work, with the technology we need to do our job well. I know there is still more to do, which is why this strategy sets out our ambition for a long-term plan to modernise our estate.

We cannot do the best for the people we serve without working closely with our partners, locally and in central government. We need to make sure the people in our care or under our supervision are supported to make changes in their lives. Having come from local government, I see the difference that working collaboratively can make and I want us to do all we can to break down barriers and deliver services with others. Everyone wants to feel safe in their community. That is why I want us to be ambitious about working with partners to reduce reoffending.

Since I joined the service, I have been told that we have not always been the best at learning from others, whether that is from our inspectorates, monitoring boards or research. This is changing and I am pleased that we are starting to look outwards to find examples of good practice

we can adopt. I encourage us to take every opportunity to learn from others and strive to be the best we can be.

For me, the most important part of this strategy is the focus on our people. I want you to feel supported and have everything you need to do your difficult jobs well, and I want everyone to have the opportunity to reach their potential. The learning and development we will offer will be a critical part of your progress and I am pleased that we will quickly follow this strategy with a People Plan, which we hope to launch later this year.

I have set out the issues that are most important to our organisation. This strategy will help us to deliver those by: enabling people to be their best; building an open, learning culture; transforming through partnerships; and modernising our estates and technology.

Applying these principles across all aspects of our work will allow us to build a diverse, skilled and valued workforce and deliver high-quality sentence management.

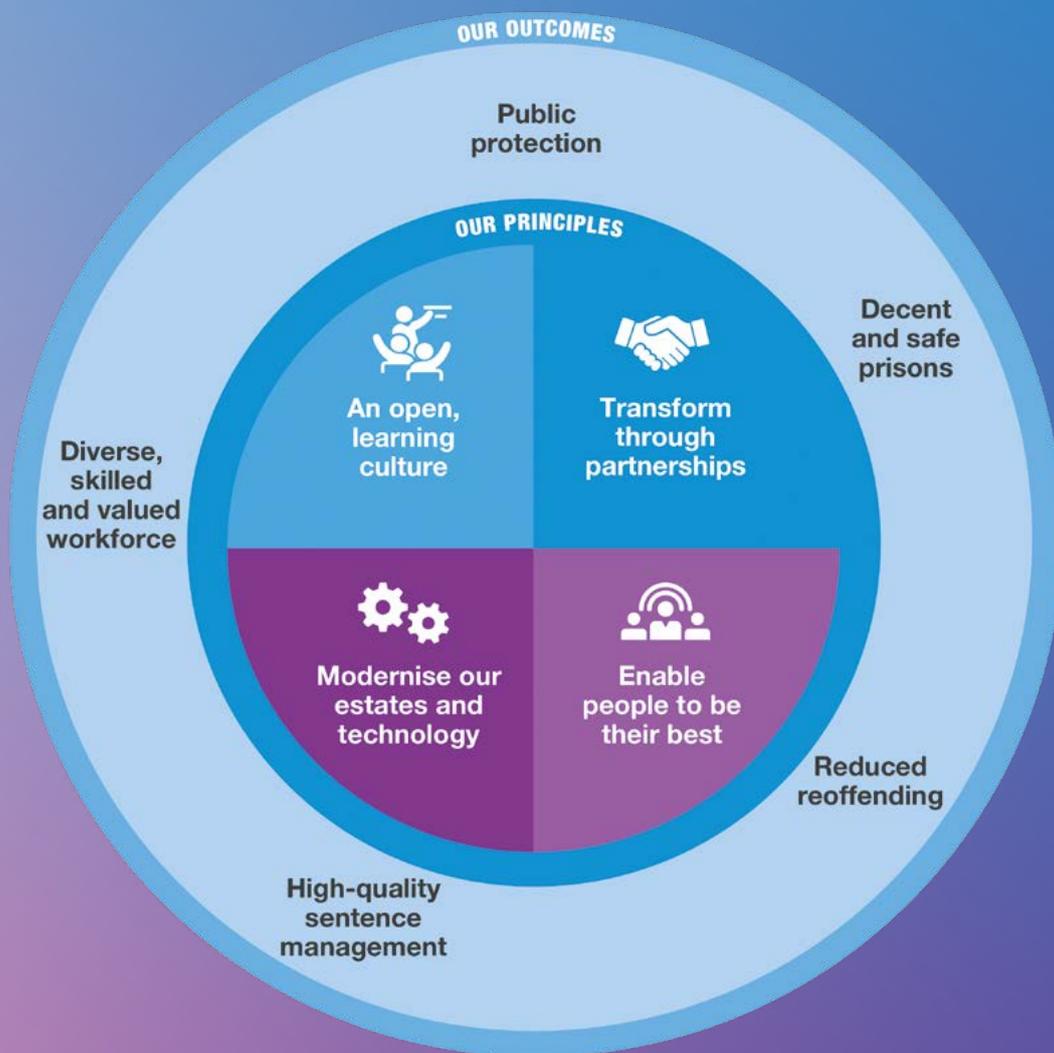
This is the start of a new phase for HMPPS. Over the coming months, we will share details of how we will use these principles to strengthen our foundations and seize new opportunities.

I am realistic about the challenges we face. But when I see the passion and sense of purpose of staff across the service, I am optimistic about a future where together we can protect the public and help people lead law-abiding and positive lives.



OUR VISION

Working together to protect the public and help people lead law-abiding and positive lives





OUR APPROACH: HMPPS PRINCIPLES

Everyone should have a shared understanding of the approach we will take to improve our services and achieve our vision over the coming years. Our strategy sets out four principles that, if built into the way we work, will enable us to achieve our vision.



Enable people to be their best

Whether you are a probation officer supervising someone serving a sentence in the community, a prison officer talking to someone on the wing, or a youth custody officer working with children, the relationships you develop are critical to helping those across our service to lead law-abiding and positive lives. Enabling our people to be their best means giving you the support you need to motivate those in our care, reduce the likelihood of violence in custody and reduce the risk of reoffending.

The relationships we develop are critical to helping those across our service

We want HMPPS to be an inclusive organisation that attracts a workforce that, at all levels, better reflects the society we serve. **To do this we will:**

- recruit a more diverse group of staff to achieve an inclusive culture that supports everyone to reach their potential
- better demonstrate our care for the wellbeing of our people
- attract new talent and provide existing staff with opportunities to improve skills, knowledge and experience, and develop their careers

We are starting to deliver this through:

- recruitment processes that encourage diversity
- a new youth justice specialist role with a qualification to enable staff to meet the needs of children in our care
- launching apprenticeship programmes for prison officers in 2020/21 and staff in probation in 2021/22, increasing 'on the job' learning

HMPPS staff do challenging work in often difficult circumstances. These plans will support you to do your job to the very best of your ability.



An open, learning culture

Every day our staff make hard decisions that affect the lives of those in our care, from deciding the security categorisation for someone in custody to engaging them in a drug rehabilitation programme. Managers have to choose how to make the best use of limited resources to deliver a better service, whether that is by managing the risks those on licence in the community present to known victims or improving education provision for those in custody. Our work is affected by changes in technology and society. We need to keep building our understanding of what works, drawing on a diverse range of expertise.

With limited resources, we must focus on taking actions that we are confident will be effective – building an open, learning culture so we can make the biggest difference. Every one of us must focus on taking the best actions and decisions, for the best reasons and to the best of our abilities. This is how we will improve performance and address the challenges that we face. To do this we will:

- continually look for ways to improve performance and deliver our services efficiently and effectively
- increase the use of evidence, insight and data to improve our understanding of what works, looking at good practice inside and outside of HMPPS
- learn from our successes and what has not worked well, and share that learning across HMPPS and our partners

We are starting to deliver this by rolling out the new Prison Officer Guide developed with insights from officers involved in the 10 Prisons Project. We are developing the Effective Proposals Framework to provide probation staff with better-quality, easily accessible information so that they can recommend relevant, deliverable sentencing proposals to sentencers. Our ambition for a stronger learning culture is also reflected in plans for the Insights 20 event in May 2020, which will offer a diverse range of opportunities for our staff and partners to share learning, develop skills and build networks.

Our work is affected by changes in technology and society



Transform through partnerships

Many of those sentenced by the courts have varied and complex needs. We know that people are less likely to reoffend if they have a home and the skills to secure a job. Others will benefit from drug treatment or a support network.

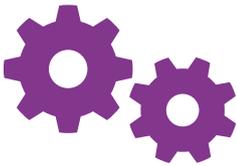
HMPPS has a distinct role to play in helping those sentenced by the courts to turn their lives around but we cannot tackle all the causes of reoffending alone. We need strong partnerships with other public and third sector organisations to secure access to the services that will help those we manage to be productive members of society.

Staff across prisons, probation and youth custody services have a wealth of knowledge and experience. We want to act increasingly as 'one HMPPS', building on the Offender Management in Custody model, coordinating the provision of services so that those in our care or under supervision can access the most appropriate interventions, at the best time, to support them to change their behaviour. **To do this we will:**

- improve collaboration across HMPPS to make best use of our collective expertise and influence
- expand and strengthen our partnerships, coordinating the provision of services so that those we manage can access the right interventions at the right time
- enhance how we work with our partners to better use our collective resources

Specialist prison and probation staff are starting to deliver this through productive partnership arrangements such as the New Futures Network, which offers employment for those leaving custody. The Care Navigation Partnership, a co-commissioning partnership with health, housing and other partners in Essex has significantly reduced reoffending rates of individuals. Staff in the youth custody service are learning from partners about trauma-informed approaches to working with children and young people.

Strong partnerships with other public and third sector organisations



Ensure our prisons
are decent and
support our efforts
to rehabilitate
those in our care

Modernise our estates and technology

A decent, safe and secure environment is important for all who live and work in it. Many of our buildings are old and dilapidated. We require a programme to build and invest in maintenance to ensure our prisons are decent and support our efforts to rehabilitate those in our care. Over the next ten years, we expect demand across the justice system to increase. We need to: have sufficient capacity; provide a decent standard of living and working conditions; and ensure our prisons, probation contact centres and Approved Premises operate efficiently.

Our ageing technology has put a strain on frontline staff from having to re-key data multiple times to waiting extended periods to access essential services or information. Improved technology will make it easier for our people to do their jobs more efficiently. We want to provide better access to information to help staff make better decisions and improve outcomes. Technology also offers the potential to develop smarter, innovative ways to address the needs of those in custody and the community. **To modernise our estates and technology, we will:**

- work with Ministry of Justice to develop a long-term plan to invest in our estate – balancing improvements through investment in existing buildings with building new, modern facilities
- invest in key elements of our technology to improve the speed and functionality of IT provision for our staff
- improve technology and infrastructure to find more cost-effective ways of working and unlock innovative approaches to rehabilitation

As part of our £2.5 billion programme to create a modern and efficient estate, we will build three new prisons over the next four years and invest £156 million in maintenance in 2020/21. We will create additional Approved Premises places. We will start the replacement of the Quantum IT system to improve the speed with which prison staff can complete essential tasks. We will explore opportunities to use the technology behind electronic monitoring in more innovative ways to manage people on licence in the community.





We will build on our values

Our values are important to us – they reflect the reasons we do what we do and inspire us to do our best for one another and for those we manage. They remind us that the work we do really matters. They unite us in our common purpose. This strategy has been created with our shared values at the forefront of our minds, and they run through everything we do.

PURPOSE

Justice matters. We are proud to make a difference for the public we serve.

HUMANITY

We treat others as we would like to be treated. We value everyone, supporting and encouraging them to be the best they can be.

OPENNESS

We innovate, share, and learn. We are courageous and curious, relentlessly pursuing ideas to improve the services we deliver.

TOGETHER

We listen, collaborate and contribute, acting together for our common purpose.



PURPOSE HUMANITY OPENNESS
TOGETHER

OUTCOMES

As an executive agency of the Ministry of Justice, HMPPS has responsibility for running prisons, probation and youth custody services. We therefore have a vital role in delivering three of the justice system’s overall objectives:

- **Public protection**
The public are protected from harm caused by offenders
- **Reduced reoffending**
Rates of reoffending are reduced and life chances for offenders are improved
- **Decent and safe prisons**
Our prisons are decent, safe and productive places to live and work

To help us ensure we are playing our role in improving these shared outcomes we have two additional intermediate outcomes specific to HMPPS:

- **Diverse, skilled and valued workforce**
We have a motivated, skilled workforce that better reflects the communities we serve
- **High-quality sentence management**
We assess and manage effectively the risk presented by those sentenced by the courts



NEXT STEPS

We will use our renewed focus, set out in this strategy, to guide our plans for the agency. These will be developed in line with the Ministry of Justice planning process to ensure they support departmental strategic objectives.

We are already planning to **implement initiatives in the short-term that support our strategic ambitions** and these will be rolled out over the coming year.

Alongside this we will work with staff across HMPPS over the coming months to develop a longer-term **strategic plan**. The strategic plan will describe in detail what we want to achieve over the next four, seven and ten years, and the steps we need to take to get there.

The strategic plan will help us build our case for further investment in the **2020 Spending Review** and form the basis for our annual business planning cycle, including the **Business Plan for 2020/21**.

