



HM Prison &
Probation Service

Greater Manchester

Reducing Reoffending Plan
2022-25



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Foreword

This Reducing Reoffending Plan for HM Prison and Probation Service (HMPPS) in Greater Manchester (GM) builds on the foundations laid since the probation regions came into existence on 1 April 2020. It reflects the uniquely innovative approach to local co-commissioning and sets out to strengthen the benefits of working as one HMPPS. This plan will also support the delivery of the local Police and Crime Plan, Standing Together, and one of the three key priorities in particular: reducing harm and offending.

A memorandum of understanding between the Greater Manchester Combined Authority (GMCA) has set a direction of travel for some time, formalising the principle that decisions about Manchester should be made with local stakeholders and not done to them. This has created momentum to step outside of national commissioning approaches, design services with GMCA, pool funding and govern reducing reoffending providers jointly.

Much has been achieved, most notably in the area of accommodation where specific provision to reduce reoffending has been embedded in an existing approach and has fully engaged local authorities to ensure co-ordination with health and social care priorities. The ambition to engage with and commission local voluntary sector providers across the wider rehabilitative agenda has been partially realised. Work is actively underway through use of the Regional Outcomes Innovation Fund to progress in this area, with frontline staff across prisons and probation being encouraged to flag up any gaps they see and help shape future direction.

It is a major priority that prisons and probation continue to enhance their co-ordination to reducing reoffending. There are good examples, notably around work with young adults, but there is more to do. Senior leaders across both organisations are being encouraged to build relationships and have a co-ordinated their voice across local Reducing Reoffending Boards and meetings with external partners.

HMPPS in GM is proud of their achievements, building services to offer real opportunities for change and keep communities safer as a result. There is more work to be done and we are not complacent. HMPPS will be fully integrated with other organisations as GM builds back post-pandemic. We have strong relationships with local partners and a record of committing resource and funding to support collaborative approaches. There is much to be optimistic about, but neither are we naïve about the challenges ahead.

Chris Edwards, Regional Probation Director

Tim Allen, Prison Group Director



Vision

Working together across the Greater Manchester 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 Greater Manchester region

The second largest city region in the UK, comprising of **2** cities – Manchester and Salford – and **8** metropolitan boroughs



Around **500** square miles



A population of **2.8** million



80% of people are white British, **10%** are Asian, **3%** are black, **4%** are from other white backgrounds, **2%** are from mixed or multiple ethnic backgrounds, and **1%** are from other ethnicities



Over **124,000** businesses, a diverse economy, the GM Working Well programme and the devolved adult education budget



Levelling-up opportunities to develop transport, remove **1** million tonnes of carbon from the economy, create attractive places to live and work, and provide training and jobs



Over **10%** of the demands for police services in England and Wales are from GM, but it only makes up **5%** of the population¹



4 prisons, with a total operational capacity of **3,733**



8 courts and **1** Nightingale court



1,164 staff managing an approximate caseload of **14,290**

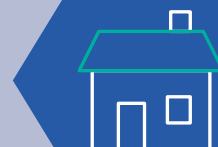


¹ GM Standing Together Police and crime plan (greatermanchester-ca.gov.uk)

Achievements



Greater Manchester Probation Service (GMPS), GM Prisons and GMCA co-commission in a way that supports the needs of GM's people on probation and in prison, ensuring they remain law abiding citizens following release.



Since July 2021, we have accommodated 255 people through the Community Accommodation Service, with 89 moving on to positive placements.



GMPS commissioned and co-commissioned over 50 organisations to deliver services that help reduce reoffending and harm, support victims, and strengthen communities and places – 18 are voluntary, community and social enterprise organisations (VCSE).



We have progressed our equality, diversity, and inclusion activity with the introduction of the Equalities Committee and various equalities workstreams, such as the young adult project at HMP Hindley and the GMPS ethnic minority commissions.



We have co-commissioned services supporting individuals with accommodation, education training and employment, dependency and recovery, personal wellbeing, and services for women.



We have bespoke services in place with voluntary, community and social enterprise partners to deliver women's services and women's centres, which work pre- and post-release to aid effective 'through the gate' activity.



Ingeus, which provides the GM Integrated Rehabilitation Services with accommodation support, has progressed over 500 referrals since November 2021.



GMPS court, interventions and unpaid work functions exceeded COVID-19 recovery targets and developed 4 national community payback projects, including Forestry England, Slow Ways, Groundworks and placements for people on probation.



GM has fully implemented the prison senior leadership forum, which promotes collaborative approaches to join business planning and activity.



We are recruiting 3 employment leads, 3 ID and banking support leads, 4 (1 in 2022 and 3 in 2023) neurodiversity support managers, and 2 health and justice partnership co-ordinators by the end of 2022 – 3 housing specialists will also be recruited in the Greater Manchester, Cheshire and Merseyside Prison Group, to support in addressing the causes of reoffending.

Delivering HMPPS and MoJ priorities

Reducing reoffending sits at the heart of our department's work. Around 80% of people who receive cautions or convictions have offended before.

People who leave prison with strong foundations in place to make a success of their lives are less likely to reoffend. These foundations include **a stable home, a stronger connection to family and local community, a steady job, and good health free from substance misuse**. For women, this means a gender-informed approach to deliver better assessments and interventions.

Our continued focus on these key areas has been highlighted by the recent publication of the Prisons Strategy White Paper and the cross-government 10-year Drugs Strategy.

These plans outline how we will cut crime, make communities safer and prevent people becoming victims, by reducing reoffending and addressing the things that increase the risk of criminal behaviour. The activities set out how we will improve rehabilitation, resettlement and supervision of prison leavers in the community, ensuring there are consequences for those who fail to comply.

These plans are backed by a substantial investment over the next three years:

- £200 million a year by 2024-25 to improve prison leavers' access to accommodation, employment support and substance misuse treatment, introducing further measures for early intervention to tackle youth offending
- making permanent the additional £155 million a year for the new unified Probation Service, to support rehabilitation and improve public protection
- £75 million a year by 2024-25 to expand the use of GPS-enabled and alcohol abstinence-monitoring electronic tagging
- £40 million a year to help offenders engage with substance misuse treatment and to tackle drug supply

HMPPS is committed to work with our partners to make this vision a reality, including consulting on our plans with police and crime commissioners and working together to drive down rates of reoffending. The agency has an ongoing commitment to partnering with a diverse range of providers, including private organisations, other statutory partners and the third sector. We want to drive the right reducing reoffending outcomes together, harnessing local innovation to deliver excellence through partnering with others.

Working in partnership is crucial to driving our reducing reoffending ambitions forward. We know that by working collaboratively with our partners we will achieve better outcomes for victims, for our communities and for offenders. I look forward to seeing what we can achieve together in your region through the activities set out in this new plan. It is our vision to prevent victims by changing lives, and these plans set out our aims and activities to protect the public and reduce reoffending.

Jo Farrar

Second Permanent Secretary and CEO, HMPPS

Reducing Reoffending Plans demonstrate how we will work together to provide high-quality interventions and services. I look forward to seeing what we can accomplish together through the activities set out in this new plan. We know that having a job on release, a safe place to stay, access to the right health and substance misuse treatment, and supportive family and friends are some of the vital ingredients for a crime-free life.

Amy Rees

Director General of Probation and Wales, HMPPS



Police and crime commissioners across England and Wales are committed to working in partnership with the Probation Service and all our local, regional and national partners to reduce reoffending and keep our communities safe. We are delighted to see the increased focus on partnership working in the new regional Reducing Reoffending Plans and that all police and crime commissioners will be consulted on the plans, ensuring strong alignment with our local Police and Crime Plan priorities. Only by working together can we deliver positive change on behalf of the public – cutting crime, keeping victims safe and helping our communities to thrive. We will be working closely with each regional probation director on the implementation of their plans, including developing new and innovative approaches to reducing reoffending.

Emily Spurrell

(Deputy Criminal Justice System Lead) and

David Lloyd

(Criminal Justice System Lead), Police and Crime Commission



Training, skills and work

Employment and education are important for cutting crime. They provide opportunities for people in prison and on probation to gain independence and contribute to wider society. Prison leavers who get a job are up to nine percentage points less likely to reoffend.

Nationally, we will increase the number of job opportunities for prisoners while in prison, on temporary licence and on release. The New Futures Network supports men and women in prisons to negotiate these job opportunities. Prisons and education, training and employment providers should work with employers to provide real work experience.

A new prisoner education service will combine the **best of education available outside prisons with meaningful work opportunities and bespoke careers guidance**. Department for Work and Pensions prison work coaches will advise on employment and benefits, so that people leave prison with the practical things they need to find and keep a job.

Regional context

- In November 2021, GM had an overall unemployment rate of 6.9%. Prisoners and people on probation contribute to this figure, but increasingly we are developing approaches to address the issue in both custodial and community settings.²
- Prisons have developed industry relationships with national organisations such as Timpson's, which employs over 600 prison leavers nationally, making up 10% of the whole company's employees.³
- HMP Forest Bank leads our GM Accelerator employment programme. The programme supports prisoners with improving education, health, substance misuse, employment and accommodation.
- For 2022-25, we have commissioned over £6 million for Commissioned Rehabilitative Services focused on accommodation, education, training and employment, dependency and recovery, personal wellbeing and women's services, all of which support building confidence, skills and development.
- GMPS and GM Prisons have close working relationships with all education, training and employment providers across the region. In particular, we are developing positive engagement with GM's Co-Financing Organisation activity hub. We have commissioned over 20 VCSE organisations to support a wide range of needs, including education, training and employment.
- GM has a devolved adult education programme which ensures we can map how we support people on probation and those in prison to develop skills pre- and post-release.
- GM will also deliver opportunities through unpaid work, building on existing arrangements and developing more through collaboration with GMCA and the GM partnership.

² **Monthly Labour Market Report, May 2022**

³ **The Timpson Foundation – Timpson Group (timpson-group.co.uk)**



Important partners in this work

- GMCA, working jointly to create the GM Integrated Rehabilitation Services and better align services across GM, defined by the principles of co-design, co-production, co-commissioning and co-investment
- Achieve, the Commissioned Rehabilitative Services provider for education, training and employment
- Local authorities
- Department for Work and Pensions, working in and out of prisons to improve employability prospects for the people we work with
- Co-Financing Organisation initiatives, working together on a 'through the gate' service with a focus on preparing for employment and release in custody, followed by training and employment
- Career Connect, delivering education, training and employment support and interventions to people on probation
- Going Forward into Employment Scheme, delivering education, training and employment support and interventions to people on probation
- VCSE organisations, working together to help improve the employment opportunities for people from the GM region
- Timpson's and other private sector organisations, working with local employers to sell the benefits of employing prison leavers



Targets

- By July 2023, Greater Manchester will increase the proportion employed six weeks after release by 4 percentage points from 15% in March 2022
- By July 2023, Greater Manchester will continue to maintain the proportion employed six months after release at 27%



Three-year objectives

- Create more education, training and employment opportunities open to people on probation and people in prison, ensuring we are providing more for those with lived experience
- Increase the pathways into education, training and employment through providing dedicated support to people on probation and people in prison
- Commission services that focus on gaining employment, providing information on the job market and support with interview techniques, applications, CVs, interview clothes, self-employment and more
- Utilise prison employment leads, ID and banking personnel to provide strategic guidance and support for governors and prison leavers, with 100% obtaining ID and bank accounts following release from custody
- Increase employment opportunities in GM via the Going Forward into Employment Scheme
- Develop unpaid work projects that provide opportunities for people on probation to learn new skills and enhance chances of gaining employment



Three-year activities

- Develop prison pathways for education, training and employment for both pre- and post-release activity through the Accelerator employment programme, commissioned services, an innovative curriculum across education, skills and work, and the Digital Personal Learning Plan
- Engage individuals with lived experience to develop existing and new education, training and employment initiatives
- Implement activity to support the processes and experiences of people seeking to engage with education, training and employment opportunities in custody and the community
- Provide more opportunities for those with lived experience within HMPPS and commissioned services, utilising schemes such as Going Forward into Employment
- Conduct a GM mapping exercise to understand the needs and complexities of people on probation and to inform existing and future strategies and commissioning
- Increase collaboration with our GM partners to provide more opportunities to people on probation, including developing approaches to unpaid work

Drugs and alcohol addiction

Offenders with substance misuse issues must experience continuity of care when they leave prison to ensure **access to the right treatment**. Community-based drug or alcohol treatment can increase the number of people who do not reoffend in the two years after treatment to 44% (Public Health England and MoJ, 2017).

The government will invest £40 million in **drug treatment** services for people on probation, as part of a £780 million increase in funding for drug treatment nationally. This will **increase the number of specialist staff and treatment places** for prison leavers and those on community sentences, to reduce drug-related deaths. It contributes to meeting the government's 10-year Drugs Strategy commitment to **focus on recovery** from the moment an individual comes into contact with the criminal justice system. Commissioned Rehabilitative Services offer holistic support to women in their local community, including dependency and recovery.

Regional context

- Both drug and alcohol misuse contribute significantly to crime rates across the region, with drug misuse contributing to general reoffending and alcohol misuse playing a large part in violent reoffending. The complex interconnections between drugs, alcohol, violence and criminal behaviour mean it is imperative that we continue to improve collaborative working with our key partners in this field.
- HMPPS is a key partner in the delivery of the GM Drug and Alcohol Strategy. We will be seeking to coalesce operational activity across the criminal justice system to maximise diversionary, enforcement and recovery opportunities.⁴
- There are over 14,800 people on probation in GM. The most recent published data suggests the risk of reoffending due to drug or alcohol misuse in the region is in line with national averages. However, we anticipate these figures have increased since last published.⁵
- Though our devolved arrangements, GMPS and GMCA have co-commissioned a range of services to support reducing reoffending. One of the commissioning activities is GM Integrated Rehabilitation Services, which has invested £847,713 per year into the current dependency and recovery system from April 2022 to March 2026. This investment approach ensures GM has effective transition of service delivery from custody into the community.
- We are continuing to work with GMCA, substance misuse providers and courts on developing community sentence treatment requirements, to drive the use of these requirements for people on probation who are eligible.

4 [greater-manchester-drug-and-alcohol-strategy.pdf \(greatermanchester-ca.gov.uk\)](#)

5 [Identified needs of offenders in custody and the community from the Offender Assessment System, 30 June 2021](#)



Important partners in this work

- GMCA, creating a personalised, collaborative approach focused on prevention
- Local authorities commissioners and commissioned substance misuse services, such as Change Grow Live, Achieve, MHSS, Turning Point, We Are With You and Pennine Care, improving pre- and post-sentence support for individuals with drug and alcohol needs
- GM Police, an essential partner when working with substance misuse, especially the integrated offender management cohort
- HM Courts and Tribunals Service, working together to ensure the implementation of community sentence treatment requirements



Targets

- Community sentence treatment requirements (including drug rehabilitation requirements, alcohol treatment requirements and primary/secondary care mental health treatment requirements) will seek to provide offenders with the treatment they need to address the underlying causes of their offending behaviour
- We will drive up use of treatment requirements for those who are eligible through new investment, working in collaboration with the courts, NHS, and treatment providers



Three-year objectives

- Ensure prison leavers who have a substance misuse need are engaged in treatment pre- and post-release
- Maintain the referral rate, compliance and successful completion of alcohol abstinence monitoring requirements
- Increase the referral rate, compliance and successful completion of drug treatment and alcohol treatment requirements
- Implement the alcohol monitoring on licence rollout (June 2022 onwards)
- Ensure probation practitioners utilise commissioned services in all appropriate cases
- Use whole-system approaches to dependency and recovery services, which will enhance the offer to people on probation and people in prison, and strengthen communities and places



Three-year activities

- Identify substance misuse needs at the assessment stage through pre-sentence reports and risk assessments in the community and custody
- Continue to improve the familiarity and understanding of the different roles within the partnership, to encourage even greater collaboration through examples of innovation and commissioning
- Establish and embed the co-location of treatment provider staff in all Probation Delivery Unit offices
- Share best practice to meet the needs of people on probation or in prison, and develop training and awareness-raising activity to improve the skill set of staff
- Increase the volume of alcohol treatment requirements and drug rehabilitation requirements
- Develop links between the needs of this cohort and other reducing reoffending initiatives

Family, accommodation and readjustment to society

Risk of reoffending is reduced if people can rebuild **community and family connections** and access safe, stable accommodation. Prison leavers without stable **accommodation** are almost 50% more likely to break the law again. HMPPS supports people to maintain positive relationships while in custody and on release, including partnership working with contracted family service providers, Prisoners' Families Helpline and voluntary and faith-based organisations.

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 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, in addition to probation staff working in all prisons as part of offender management in custody.

To deliver improved resettlement outcomes and reduce prisoners' risk of reoffending on release, we will strengthen pre-release planning and enhance resettlement support. This includes establishing resettlement boards to promote a multi-agency approach to resettlement, facilitating the use of video links with support agencies to enable pre-release appointments, and implementing departure lounges to aid prisoners' resettlement on release from prison.

Regional context

- GM continues to make good progress with the offender management in custody approaches across the prison estate. On 1 June 2022, GMPS will launch an enhanced approach to the resettlement of people on probation serving short custodial sentences. Statistically, this cohort is less likely to comply with supervision, more likely to reoffend and more likely to be recalled to custody. The GMPS-enhanced approach means more contact between probation practitioners pre- and post-release, and more interventions to reduce reoffending.
- The Accelerator programme and young adult project will support the 'through the gate' transition of people in prison. GM has embedded the integrated offender management refresh programme, incorporating a whole offender management review with GMP and a range of partners to understand the demand, how we manage this, and where the integrated offender management flex and free offers can support.
- Commissioned Rehabilitative Services will address needs of individuals within the community and leaving custody for accommodation, education, training and employment, dependency and recovery, family, women, personal wellbeing, and more.
- Peer support is a key GM service in providing pro-social support and assisting in the sequencing of interventions and services. We are building on existing co-commissions so that we are responsive to needs of people on probation or in prison and support the development of whole-system change across a range of pathways.
- GM is home to over 1.4 million women and girls, with over 1,180 women and 100 girls in custody or on probation, which accounts for 0.5% of the GM female population.
- GM is a Community Accommodation Service region and has led the way in commissioning these services through a unique financial agreement. We will continue this arrangement into the next phases of the project, connecting into the wider homelessness system which will include our six approved premises.



Important partners in this work

- GMCA and local authorities – we will build on and develop new co-commissioning initiatives that will support the changing landscape
- Accommodation providers and private landlords – we will build on our relationships across this sector and develop new engagement to enhance the current offer and address any emerging gaps in provision
- VCSE organisations – we will build the wraparound support required to meet the needs of individuals and continue to develop commissioning opportunities built on lived experience



Targets

- By July 2023, Greater Manchester will continue to maintain the proportion housed on the night after release at 90%
- By July 2023, Greater Manchester will increase the proportion in settled accommodation 3 months after leaving prison by 1 percentage point from 79% in March 2022



Three-year objectives

- Increase staffing for offender management in custody within prison establishments so we can establish better pathway engagement, rehabilitation and sentence management to improve the transition from custody into community
- Ensure sentence management work streams effectively transition from custody into the community through implementation of the prison young adult project, short sentence function, integrated offender management refresh, alcohol monitoring and drug testing on licence, and other reducing reoffending initiatives
- Ensure GM Integrated Rehabilitation Services commission local welfare hubs and services that offer support to people on probation or in prison, their families and concerned others
- Build on the commissioning of services across the equalities, diversity and inclusion cohorts to effectively support individual needs, engaging lived experience in consultation, development and monitoring approaches
- Develop and introduce a custody offer for prisons and local authorities to ensure that care-experienced prisoners receive the best service to promote positive outcomes while in custody and as they transition into community services



Three-year activities

- Build a commissioning landscape that connects whole-system approaches for people on probation or in prison, and ensure they build meaningful networks to support the transition into the community, reducing reoffending and harm through innovation and lived experience
- Build on existing engagement with the VCSE sector to develop existing governance arrangements, to include VCSE and lived experience voices
- Develop best practice and lessons-learned forums across the partnership
- Build family and concerned others' services that support effective safeguarding, connect safely, provide mediation and other individualised support, and maintain family/ concerned other networks
- Fully implement national and local reducing reoffending and harm strategies, such as integrated offender management, gender-based violence, young adults, women, and serious violence and more
- Continue to build the GM Prisons governance structure, learning from the successes of the prison senior leadership forum

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

- We are preparing for the implementation of new electronic monitoring approaches through integrated offender management and alcohol monitoring. We are building these into planning around resource management and monitoring compliance and enforcement.
- GM is implementing the new Integrated Offender Management Strategy and operational guidance, taking a whole-system approach by reviewing offender management in its entirety. This allows GMPS, GM Police and other partners to understand the offender management offer and need, including serious acquisitive crime, high demand crime, domestic abuse, sexual harm, and serious violence.
- We are implementing new electronic monitoring approaches for those on the integrated offender management cohorts, and we are embarking on a programme that will see the increase of probation and partnership appointments for this cohort from one to three appointments per week.
- We are launching the short sentence function for people on probation who are serving short sentences. This will include up to three appointments per week, and dedicated resource targeting these individuals from the earliest point while in custody to give the best possible opportunity of successful resettlement.
- GMPS has implemented a blended supervision and probation operational delivery-based model consisting of dedicated roles working together to manage workload, which enables robust risk management.
- We are progressing the prison offender manager to community offender manager performance well in custody, and continue to develop and implement national drivers around the offender management in custody programme.
- Our public protection priorities continue to develop through our robust approaches to multi-agency public protection arrangements, the National Security Division, custody security departments, and approved premises. We have built on the successes of GMPS victim services and aligned with the wider GM victim services review. We have a strong partnership with the GM Violence Reduction Unit, with embedded staff and joint plans and activity.
- We have good relationships with courts, with the GMPS Judiciary Communication Strategy providing the opportunity to drive reducing reoffending initiatives. We continue with problem-solving approaches for women and are scoping other opportunities to develop this post COVID-19.
- Both probation and prisons continue to develop the workforce through training packages, talent management programmes and development projects. We continue to improve and drive our recruitment strategy to build a skilled and diverse workforce.



Important partners in this work

- GMCA, providing support and assistance in creating the GM Integrated Rehabilitation Services accommodation service
- Local authorities, working with the relevant local authority to ensure appropriate activities are undertaken for the duty to refer
- HM Courts and Tribunals Service, supporting increased compliance through promoting pre-sentence reports at court, including the Tameside Magistrates' pathfinder, which will ensure specific cohorts receive a pre-sentence report
- GM Police, an essential partner in the delivery of the Integrated Offender Management Strategy
- VCSE organisations – consistent engagement with the VCSE sector through key stages, including co-design of services
- Accommodation providers such as Ingeus, offering help and support in maintaining accommodation



Targets

- By July 2023, Greater Manchester will continue to maintain the proportion of sexual offence interventions completed at 73%



Three-year objectives

- Fully implement the Integrated Offender Management Strategy across all districts, Probation Delivery Units and prisons, ensuring effective collaborative responses to a range of crime and sentences
- Implement electronic monitoring approaches for integrated offender management and alcohol monitoring, to inform improved, evidence-led risk and sentence management
- Ensure short sentence functions are embedded across the GM footprint and connect to integrated offender management as appropriate
- Develop the GM Serious Violence Strategy to incorporate the 2023 Serious Violence Duty, ensuring probation and prisons are fully engaged with the collaborative implementation of requirements
- Implement a range of different working approaches to sentence management
- Increase workforce across probation and prisons, ensuring we have a diverse workforce to deliver robust risk management, protect the public and support rehabilitation



Three-year activities

- Develop a continuous training programme for staff in the community and custodial setting that links to quality standards and HM Inspectorate of Probation plans
- Implement regional duties in line with the Serious Violence Duty expected in 2023, engaging with the serious violence activity and strategies
- Implement learning from the Tameside Court Excellence Project across all GM courts
- Implement learning from the prison young adult project, and build the findings into day-to-day practice as standard
- Implement the GM victim programme, embed robust support for victims of crime and provide support offers for people on probation and in prison who have been victims themselves, in a bid to break the cycle and reduce reoffending
- Recruit a diverse workforce across GM probation and prisons to enable improved skills and equality across the staff group

Our partners

- Change Grow Live
- Career Connect
- Achieve
- Turning Point
- We Are With You
- Pennine Care
- Timpson's
- National Police Chiefs' Council
- Association of Police and Crime Commissioners
- Greater Manchester Combined Authority
- Judiciary of England and Wales
- Clinks
- 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 Greater Manchester. 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