



HM Prison &
Probation Service

North West

Reducing Reoffending Plan
2022-25



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Foreword

This plan sets out how the Probation and Prison Services in the North West region will work collaboratively with our partners to reduce reoffending, reduce the costs of crime within our communities and protect the public.

We look forward to investing more in successful rehabilitative pathways for prison leavers and people on probation, using new funding to commission services and encourage regional innovation. This includes offering greater opportunities of direct employment for those with criminal records, investing in accommodation through our Community Accommodation Service status and improving substance misuse support with health authorities, in line with national priority areas.

We aspire to be data and evidence led, providing bespoke services that build the human and social capital required to transform lives. The root causes of crime are complex, resulting from severe disadvantage and multiple needs. Reducing reoffending cannot be achieved by any one organisation alone. We want to work with our partners, recognising and drawing on each other's strengths to improve our collective outcomes. We hope that this plan resonates with our partners and can be used as a collective blueprint to reduce reoffending over the next three years.

Andrea Bennett, Regional Probation Director
John Illingsworth and **Tim Allen**, Prison Group Directors



Vision

Working together across the North West region to protect the public and help people to live law-abiding and positive lives



Principles



Enable people to be their best



An open learning culture



Transform through partnerships



Modernise our estates and technology



Values

- Purpose
- Openness
- Humanity
- Together

In delivering this plan, we will work to the principles of rigour, discipline, incentive and consequence.



About the North West region

4.5 million citizens



10 approved premises,
including **2** for women



Around **5,000**
square miles with a distance
of **165** miles between the
top and bottom of the region



15,215 people under
probation supervision, with
8,605 serving community
sentences and **6,610** on licence



24.5% proven
reoffending rate¹



11 prisons with a
combined operational
capacity of **8,271** places



34 probation
contact centres



6 Crown Court locations
and **29** magistrates'
courts in the region



¹ <https://www.gov.uk/government/statistics/proven-reoffending-statistics-january-to-march-2020>

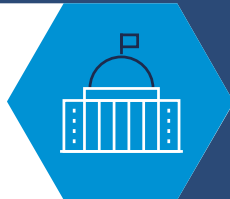
Around **4,800** staff employed by HMPPS (3,200 prisons, 1,600 probation)



4 police and crime commissioners



31 local authorities, including a mixture of unitary, metropolitan, top tier and second tier councils



20 Clinical Commissioning Groups



£120 million

of levelling-up investments committed to Barrow-in-Furness, Burnley, Pendle and the Liverpool City region



Wide and varied employment sectors, including tourism, industrial, service and academia



Achievements



Implemented the new Community Accommodation Service contract, improving access to safe, stable accommodation for people leaving prison at risk of homelessness.



Introduced an accommodation specialist role within HMP Risley, Kirkham, Preston and Lancaster Farms to improve accommodation outcomes for prison leavers.



Mobilised 10 new Commissioned Rehabilitative Service contracts supporting people on probation to address needs relating to housing, employment, emotional wellbeing and social inclusion.



Successfully co-commissioned drug and alcohol addiction provision in partnership with local authorities, and developed strong links with the Office for Health Improvement and Disparities to support future commissioning intentions.



Developed a strategy to engage people on probation and improve outcomes.



Used the Regional Outcome Innovation Fund to deliver enhanced provision through local voluntary and community sector organisations, including those supporting people on probation from diverse backgrounds.



Successfully onboarded and inducted 153 trainee probation officers.



Implemented the Victims Code to ensure all eligible victims are automatically referred to the Victim Contact Scheme and offered a victim liaison officer.



Improved employment outcomes in prisons, including Made Inside Britain and the Accelerator initiative at HMP Kirkham, Lancaster Farms and Risley, and introduced employment hubs across all prisons in the region.



We are recruiting 10 employment leads, 10 ID and banking support leads, 11 (6 in 2022 and 5 in 2023) neurodiversity support managers, 5 housing specialists, and 5 health and justice partnership co-ordinators by the end of 2022 to support in addressing the causes of reoffending.

Delivering HMPPS and MoJ priorities

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

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

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

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

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

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

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

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

Jo Farrar

Second Permanent Secretary and CEO, HMPPS

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

Amy Rees

Director General of Probation and Wales, HMPPS



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

Emily Spurrell

(Deputy Criminal Justice System Lead) and

David Lloyd

(Criminal Justice System Lead), Police and Crime Commission



Training, skills and work

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

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

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

Regional context

- Regionally, around 5 in 10 people on probation have an education, training and employment need, in line with the national average (HMPPS segmentation data, March 2021).²
- In the community, people on probation have access to education, training and employment support through our Commissioned Rehabilitative Service provider, Maximus, and our European Social Fund co-financed providers, Achieve North West and Interventions Alliance.
- We now have employment hubs in all North West prisons that work with the Department for Work and Pensions, information, advice and guidance providers, and education partners to increase job outcomes for prison leavers.

² <https://www.gov.uk/government/statistics/identified-needs-of-offenders-in-custody-and-the-community-from-the-offender-assessment-system-30-june-2021>



Important partners in this work

- The Department for Work and Pensions, working in and out of prisons to improve employability prospects for the people we work with
- New Futures Network, working with local employers to sell the benefits of employing prison leavers on release
- Maximus, the Commissioned Rehabilitative Service provider for employment, training and education
- HMPPS co-financed services, such as Achieve North West and the activity hubs, which offer support to individuals to enhance employability skills
- Achieve, an information, advice and guidance provider in Cumbria and Lancashire prisons
- The Growth Company, an information, advice and guidance provider in Greater Manchester, Mersey and Cheshire
- Novus, an education provider for prisons
- Offploy, delivering employment training and education support as part of unpaid work hours



Targets

- By July 2023, North West will increase the proportion employed six weeks after release by 1 percentage point from 18% in March 2022
- By July 2023, North West will continue to maintain the proportion employed six months after release at 29%



Three-year objectives

- Increase the number of young women leaving prison who are in employment after six months
- Increase the range of employers offering dedicated opportunities for prison leavers
- Increase the number of unpaid work hours dedicated to education, training and employment
- Ensure employment advisory boards will be fully functioning in all resettlement prisons
- Support prison leavers to leave with a form of ID and bank account where required
- Increase release on temporary licence placements from HMP Thorn Cross
- Support men leaving prison to be in sustainable employment six weeks post release



Three-year activities

- Recommission Commissioned Rehabilitative Service contracts which support employment, including the holistic contracts that help women into employment
- Develop, implement and embed a 'whole establishment' approach to the promotion of education, skills and work to improve prisoner engagement and success
- Further develop and implement an innovative curriculum across education, skills and work, designed in partnership with employers to ensure prisoners develop industry-standard, job-relevant skills
- Recruit and train prison employment leads to provide strategic guidance and support
- Recruit and train ID and banking personnel to ensure prison leavers have access to banking and financial support on release
- Identify employment advisory chairs from the commercial sector to support governors on the employment market and the transition of prison leavers into the employment sector

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

- The North West region has the highest rate of opiate and crack cocaine use in the country, and rates are more prevalent in Blackpool than any other town in the country (source: Dame Carol Black review).
- The region has the highest rate of drug-related deaths in the country and the poorest rates of recovery.³
- British drug-related organised crime gangs are prevalent, particularly in Merseyside.
- Regionally, around a quarter of men on probation have an alcohol misuse need. Four in ten have a drug misuse need and around one in ten have both alcohol and drug misuse needs. For women in the North West, the statistics are similar but alcohol misuse need is higher, at three in ten.⁴
- The North West has two Project ADDER areas: Blackpool and Liverpool City region. ADDER provides co-ordinated law enforcement activity alongside expanded diversionary programmes for individuals with entrenched drug and alcohol issues linked to criminality. ADDER seeks to ensure that more people get effective treatment, with enhanced treatment and recovery provision including housing and employment support, and improved communication between treatment providers and courts, prisons and hospitals.

³ <https://www.gov.uk/government/publications/independent-review-of-drugs-by-dame-carol-black-government-response>

⁴ <https://www.gov.uk/government/statistics/identified-needs-of-offenders-in-custody-and-the-community-from-the-offender-assessment-system-30-june-2021>



Important partners in this work

- Local authority commissioners and commissioned substance misuse services, such as Change Grow Live, Delphi and Spectrum, supporting individuals in and out of custody to address their addiction
- Police and crime commissioners who commission addiction support services in their localities
- NHS England and NHS Reconnect, working to link people into mainstream services on release
- Recovery-focused organisations such as Project 180 and Red Rose Recovery in Lancashire, and the Well in Cumbria, which offer vital support to those recovering from addiction outside of statutory services



Targets

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



Three-year objectives

- Increase the number of people who had treatment in prison receiving treatment in the community within three weeks of release
- Ensure better information sharing between all partners to reduce the risk of drug-related harm in prisons
- Use integrated services to support the hardest-to-reach people (a Project ADDER-style approach)
- Increase the number of people on probation sentenced to drug rehabilitation requirements or alcohol treatment requirements
- Ensure substance misuse services in the community are co-commissioned by probation in all areas of the region



Three-year activities

- Develop a bespoke drugs strategy for each prison which is specific to the population and works to reduce demand and maintain abstinence
- Develop processes to support information sharing, early warning and intelligence exchange to reduce the risk of drug-related harm among the prison population
- Obtain additional funding streams to support the delivery of addiction services in custody
- Employ a team of health and justice partnership co-ordinators to support co-commissioning activity
- Work with sentencers to promote drug rehabilitation requirements, alcohol treatment requirements and community sentence treatment requirements as a sentencing option
- Engage with integrated care systems across the region to expand services for drug and alcohol addiction

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

- In the North West, around four in ten prison leavers have an accommodation need, increasing to three in ten for women leaving prison.⁵
- Regionally, six in ten people on probation have a need to address relationships, rising to almost seven in ten for the women we supervise.⁶
- There has been significant investment in the region to improve accommodation, including piloting a new transitional Community Accommodation Service aimed at preventing homelessness for those leaving prison. Over 250 people have benefitted since it was launched in summer 2021.
- Four prisons benefitted from the addition of specialist housing roles, aimed at improving strategic relationships in the region with housing-related partners.
- The introduction of personal wellbeing and dedicated female Commissioned Rehabilitative Service contracts have supported people to maintain positive relationships both in custody and the community.

5 <https://www.gov.uk/government/publications/independent-review-of-drugs-by-dame-carol-black-government-response>

6 <https://www.gov.uk/government/publications/independent-review-of-drugs-by-dame-carol-black-government-response>



Important partners in this work

- Local authorities, supporting individuals with local connections to return to their home area following release and reintegrate into communities – this is a key element of risk management and requires local authorities to fully engage in discussions
- Violence Reduction Networks, supporting readjustment to society through encouraging trauma-informed interactions with the individual
- MEARS, our Community Accommodation Service provider, finding transitional accommodation for those who would otherwise be released homeless
- Our Commissioned Rehabilitative Service providers for accommodation, personal wellbeing and women



Targets

- By July 2023, North West will increase the proportion housed on the night after release by 1 percentage point from 89% in March 2022
- By July 2023, North West will continue to maintain the proportion in settled accommodation 3 months after leaving prison at 80%



Three-year objectives

- Increase the number of prison leavers with accommodation within the first 24 hours of their release
- Increase the number of prison leavers under probation supervision and settled in accommodation three months after supervision begins
- Ensure all prisoners and people on probation have access to finance, benefit and debt services in custody and on release, to support successful reintegration into society
- Improve collaboration with local authorities to improve accommodation outcomes for prison leavers
- Ensure prisoners retain or build strong links with their families during their time, to increase the likelihood of successful resettlement



Three-year activities

- Review and recommission accommodation contracts
- Ensure all resettlement prisons have the support of a housing specialist, who will work in partnership with homeless prevention teams to improve accommodation outcomes for prison leavers
- Deliver targeted interventions supporting the needs of women in the criminal justice system
- Commission and embed a new service for families and significant others in prisons, with a focus on reconnecting families
- Introduce a trauma-informed custody offer for prisons and local authorities to ensure that prisoners who have experienced the care system receive the best service to promote positive outcomes while in custody
- Commission and embed a new finance, benefit and debt service, working across custody and community provision
- Commission a service supporting people on probation who live with neurodivergent conditions

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 robustly enforcing orders and licences where individuals fail to comply with conditions, with performance in this area assessed as sound during a recent internal audit exercise.
- Increasing the number of individuals sentenced with a pre-sentence report is a priority for the region, as evidence shows that compliance is improved for those who are sentenced with one.
- Individuals with personality disorders are managed through an intensive programme which includes Resettle, a flagship risk management project located in Merseyside, and through two dedicated approved premises run as psychologically informed planned environments.
- Implementing the IOM Neighbourhood Crime Strategy has been a priority for the region, and dedicated senior manager resource is in place for both probation and police to drive forward this agenda.
- The region is hosting two pathfinder areas for the rollout of electronic monitoring for acquisitive crime, with eligible neighbourhood offenders being electronically trail monitored. Increasing detection, deterrence and likelihood of sanctions being brought to violations is anticipated to support the government's ambition to drive down reoffending rates.
- The region is committed to the promotion of equality, diversity and inclusion, and has commissioned a research project aimed at identifying and addressing any disproportionality by ethnic group in service delivery across the North West.



Important partners in this work

- The police, an essential partner in the delivery of the IOM strategy
- Her Majesty's Courts and Tribunals Service (HMCTS) and the Judiciary, supporting increased compliance through promoting pre-sentence reports at court
- Electronic monitoring providers, working together to monitor and supervise individuals convicted of acquisitive crime through the increased use of electronic monitoring
- Offender personality disorder commissioners, who provide funding for the offender personality disorder pathway and support expansion of intensive risk management approaches



Targets

- By April 2023, North West will increase the proportion of sexual offence interventions completed by 5 percentage points from 65% in March 2022



Three-year objectives

- Increase the number of both qualified probation officers and staff who support probation delivery, illustrating our commitment to public safety through increasing our capacity to supervise those who have committed crime
- Increase the number of successfully completed interventions
- Ensure individuals who are resident in approved premises are subject to improved security measures aimed at increasing public protection
- Ensure sentencers are informed by a pre-sentence report in three quarters of cases appearing before the courts
- Ensure the probation estate is improved, supporting staff to manage people on probation in buildings that are fit for purpose
- Ensure individuals who fall within the IOM cohort are robustly managed while being supported to address their criminal behaviour



Three-year activities

- Recruit 250 additional operational staff into the regional Probation Service
- Improve performance on completion of interventions on community orders and licences through implementing the Regional Quality Improvement Plan
- Improve public protection measures in approved premises through a range of IT upgrades, CCTV installation and biometric facial recognition technology – training in the use of search wands and engagement with police colleagues in piloting the presence of drugs dogs will further enhance the purpose of approved premises placement through monitoring
- Develop more detailed performance monitoring of people subject to IOM within one year – these reports will analyse the cost of crime, reductions in offending and how far people subject to IOM are complying with the conditions of their sentence, demonstrating the impact of IOM in reducing neighbourhood crime
- Acquire three new probation buildings in Bootle, Preston and Blackburn
- Increase the number of Probation Service staff in court and work together with HMCTS and sentencers to maximise the use of pre-sentence reports and improve sentencer confidence in community orders

Our partners

- National Police Chiefs' Council
- Association of Police and Crime Commissioners
- 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
- Department for Levelling Up, Housing and Communities

Measuring progress and impact

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