

Employment Advisory Board

Chair Guidance

Index

1. Vision	1
2. EAB background	2
The Timpson Group background	3
New Futures Network (NFN) background	3
3. Terms of reference	4
Terms of reference guidance	4
Board member guidance	5
4. Best practice	6
Relationships	6
Board structure	6
Discovery phase	7
Timescales	7
Ideas	8
5. NFN team	9
NFN Regional Employment Brokers	9
NFN Senior National Employment Managers	11
6. Support and networking	12
Key contacts	13
7. Sharing success	14
8. Escalation process	15
9. Data	16
10. Employment Hubs	17
11. Ending Chair appointments	18
12. Referenced annexes:	19
Other Resources	19
Annex A	19
Annex B	20
13. Annex C – FAQs	22
14. Annex D – Acronyms	24

1. Vision

The vision for the Employment Advisory Boards is that senior business leaders advise, challenge and support prisons on their training and employment offer. They do this to improve employment outcomes for prison leavers.



2. EAB background

Employment Advisory Boards (EABs) began as a proposal by James Timpson and were developed, through practice, with 10 'Accelerator' prisons. Their ultimate goal is to see more people leave prisons and enter sustainable employment.

In each of these ten prisons, a new Prison Employment Lead role was also introduced to implement processes and suitably match and screen candidates for vacancies that New Futures Network (NFN) and other organisations bring to the prisons. With the support of the Prison Employment Lead, EABs were set up to steer and guide the prison and provide a focus on three key areas:

- Creating a long-term positive culture of employment
- Making sure prisoners are 'job ready' on release
- Linking prison leavers with sustainable employment opportunities and the wider labour market

Due to the initial success of the EAB trial in the Accelerator prisons in 2021, the MoJ Prison Strategy White Paper, published in early December 2021, committed to rolling out EABs to all resettlement prisons over the next two years. Since the publication of the White Paper, HMPPS and The Timpson Foundation aim to roll out EABs to all resettlement prisons by April 2023.



The Timpson Group background

Timpson truly believes that with success comes a great deal of responsibility. The Timpson Foundation specialises in the recruitment of marginalised groups within society as well as supporting numerous other socially-minded projects. Following James Timpson's initial visit to a prison in 2002, Timpson is now one of the largest employers of prison leavers in the UK. Approximately 10% of their workforce is made up of people who have criminal convictions. Timpson believes in giving people a second chance and does not judge people on what they have done in the past, preferring instead to focus on what they can do in the future.

Employment Advisory Board

New Futures Network (NFN) background

NFN is the specialist employment team in HMPPS. It brokers partnerships between prisons and employers in England and Wales. These partnerships help businesses fill skills gaps and prison leavers find employment. Over 400 businesses already work in partnership with prisons to provide work and employment opportunities. Of employers NFN surveyed, more than 80% positively rated those they employed as reliable and hard-working. NFN also works to develop and share best practice in prisons and probation, so that more people leave prison and enter employment. This includes overseeing the roll-outs of the new Prison Employment Lead role and Employment Hubs (the equivalent of job centres in prisons). NFN also oversees the national banking and ID programmes, so that more prisoners are in a position to take up employment. You can find out more about NFN at www.newfuturesnetwork.gov.uk

3. Terms of reference

The terms of reference can be found in Annex A.

Terms of reference guidance

Note: The EAB initiative is ever-evolving as individual boards learn and share what works. As Chair, you can set up and implement your board to support the specific prison you are working with in whichever way you see fit. Below is some guidance from what has worked well so far in terms of board composition.

EAB Chairs have no formal governance responsibilities within the prison. The concept behind EABs is to bring commercial insight about the labour market and employer needs into prisons and to provide advice and guidance to improve the prison's employment offer. We therefore aim for the Chair of each EAB to be a current business leader or retired from a board-level position in a large, complex business from the private sector; or alternatively have been in post as High Sheriff (or similar in the local region).

Due to the entrepreneurial background of most of our community of business leaders, we have kept the terms of reference brief to allow individual, flexible approaches to each EAB. Each prison, prison senior management team and prisoner cohort is very different and therefore each EAB needs to be reflective of this to best work with its specific prison.

Board member guidance

Top tip: Make sure the right people sit around the table. The boards are set up as strategic advisory boards so its members should be well connected, influential and add value to the board.

- Work with your prison **Governor** and **NFN Regional Employment Broker** to decide on the right board members.
- **Diversity and Inclusion** – Making sure each local board is diverse and represents the cohort of prisoners you are aiming to support into employment.
- **Prisoner representatives** – Having individuals with lived experience or who are currently serving a sentence has been valuable for boards so far. These prisoners are often known as ‘red bands’, ‘orderlies’ or ‘reps’ who work in the prison supporting the education or activities teams.

Top tip: If you do have current serving prisoners sitting on board meetings, please be mindful that not all information may be appropriate to discuss. If you are unsure, please check with your prison senior management team or NFN Regional Employment Broker.

- **Local employers** – It is valuable to have a couple of local employers who may already work with the prison or are interested in working with prisons sitting on the board. They can provide insight into their employer needs and shape the support the prison can provide.
- **Conflict of interest** – As the profile of the boards has increased, we have seen a large number of third-party organisations wanting to engage in the boards. When considering board members, work with your NFN Regional Employment Broker and prison Governor to ensure board members do not have a conflict of interest.
- **Deputy Chairs** – The majority of EAB Chairs work full-time and are therefore fitting this voluntary role around an already busy schedule. For this reason, we encourage Chairs to appoint a suitable deputy Chair. This could be someone from your own organisation (i.e. an HR or People Director) or another external member of the board.
- **Probation** – understanding the transition into the community after release is key to sustainable employment so we suggest you invite a probation representative to sit on your board. Your Governor will be able to advise who the Senior Probation Officer for your prison is.
- **Charities and social enterprises** – some boards include a representative from a charity or social enterprise operating in the prison. This can add valuable insight and a different perspective on the challenges and opportunities for people leaving that particular prison.

4. Best practice

Note: The guidance below is flexible and can be interpreted in different ways, giving examples of what has worked well to date. Please remember, the terms of reference are kept brief to give EAB Chairs the autonomy to trial and test new ideas.

The EABs are an ever-evolving initiative and therefore 'what good looks like' is constantly developing. However, over the time they have been set up, we are starting to see signs of best practice. We are working to build a portfolio of resources and information on SharePoint with examples.

Lessons we have learnt so far...

Relationships

The relationship between a prison Governor and board Chair is fundamental – it will build the board's foundations and is crucial to its success. The concept behind having a commercial business leader steering and guiding the prison's work on employment is new. Therefore, it is important to consider a sensitive balance between understanding the challenges the prison faces while also shaping new ways of working and being a 'critical friend'.

Other key relationships to build in prisons are with:

- **NFN Regional Employment Broker** – your main point of contact for the EAB and any concerns or questions you may have
- **Prison Head of Reducing Reoffending (HoRR)** – responsible for seven Reducing Reoffending pathways of which employment is one
- **Prison Employment Lead (PEL)** – this is a new role being introduced into all resettlement prisons by April 2023. The Prison Employment Lead will be responsible for ensuring prisoners are 'job ready' on release and matching and screening candidates for sustainable vacancies. If you require secretarial support with the EAB meetings, the Prison Employment Lead will be best placed to support you.

Board structure

The structure of the boards has also hugely varied across prisons and regions to date. Boards are in place to provide strategic oversight and guidance to the prison, and we have found that selecting the right people to sit around the table is crucial.

For example, here are four central areas that one EAB decided to focus on:

- Culture of employment
- Preparation for employment
- Employment hub and employer engagement
- Through the gate

This board has then identified four people in the prison to be responsible for each of these strands, plus four external board members who will support these strands.

Culture of employment	Preparation for employment	Employment hub and employer engagement	Through the gate
(Prison Governor)	(Prison Employment Lead/Prison Head of Reducing Reoffending)	(NFN Regional Employment Broker/Prison Employment Lead)	Probation
Board Chair/member	Board member	Board member/Chair	Board member

Note: This is just one example of what has worked well and is by no means a set structure you have to follow.

All boards are different, but so far some of the smaller boards (in terms of numbers) have been more strategically successful and have avoided getting caught up in day-to-day processes.

Visiting members – As the profile of EABs has developed, there has been a large increase in the number of individuals or organisations wanting to support the initiative, which is really positive. However, it is important each board member can add value, and some boards have invited individuals to specific meetings to focus on one area at that meeting.

Discovery phase

As a new Chair, unless you have prior experience working with prisons, there can be a lot to understand and lots of relationships to build. The initial discovery phase is all about understanding how the prison works, this will include learning about:

- Its current challenges
- The type of prisoner cohorts it houses
- The release areas
- The employment opportunities in the prison
- Who the employment partners are
- Whether Release on Temporary License (ROTL) takes place
- Key contacts
- What the prison senior management team’s aims and objectives are

Your NFN Regional Employment Broker, Prison Employment Lead and prison Head of Reducing Reoffending will be able to provide you with this information.

Timescales

As voluntary Chairs, there are no set timescales or objectives for the EABs. However, we do ask for a commitment to the EAB Chair for a minimum of two-to-four years to allow some consistency and impact to be made. We aim for an initial board meeting with members to take place within two-to-three months of your appointment as Chair, following a discovery phase. Following this, we ask that a minimum of quarterly meetings take place. Some boards have established more regular bi-monthly meetings to start with.

Ideas

We hope that as a Chair you can bring an entrepreneurial attitude to the board, but some ideas around what EABs have worked on to date are:

- **Creating a culture of employment** – EABs have worked with prison leaders to ensure there is a real focus on employment from induction through to release. This means exploring the education, training and employment opportunities in prison and identifying how these can all link to employment on release.
- **Employment strategies** – EABs have worked with prisons to assess their current employment offer and develop a one-to-two-year employment strategy.
- **Industry-specific recruitment drives** – EABs have supported or encouraged prisons to set up industry-specific recruitment drives bringing employers from a certain industry into the prison to run information sessions on their organisation. This allows prisoners to engage with employers, understand what is on offer and buy in to the employment offer. Employers have then returned to interview suitable candidates and offer jobs pre-release.
- **Calendar of events** – EABs have worked with prisons to help create an annual calendar of employment-related events to drive forwards employment outcomes on release.
- **Introduction of employers** – EAB Chairs have introduced new employers to NFN Regional Employment Brokers to work with prisons and recruit prison leavers.
- **Developed a regional approach** – EABs have connected across regions to explore how prisons can better work together to support prison leavers into employment.
- **Supported Release on Temporary License (ROTL)** – ROTL (day release from prison) predominantly occurs in open prisons but can also occur in category C and B prisons. EABs have worked with the prison teams to look at increasing the ROTL related opportunities in these establishments.
- **‘Real life’ work environments** – EABs have worked with prisons to look at how they can support and change prison workshops and industries to better reflect a ‘real life’ working environment.

5. NFN team

The NFN team has three different areas of the team who all work closely together:

- The central hub team
- National Senior Employment Managers
- Regional Employment Brokers

(Annex B - NFN Organisation Chart)

NFN Regional Employment Brokers

The NFN Brokers role is to broker partnerships between prisons, probation and local employers to improve employment outcomes.

Your Regional Employment Broker will be an integral member of the employment board and will be a huge support in providing insight and information on the prison as well as links with local employers and a point of contact between yourself and the Governor.

Action: If you have local employer contacts near your prison who are interested in working with prisons, please connect them to your NFN Regional Employment Broker who will be able to provide further information and support.

(Annex C - NFN Employing Prison Leaver Guide)

Region	NFN Regional Employment Broker	Contact
Avon and South Dorset	Neil Lavis	Neil.Lavis@justice.gov.uk
Bedfordshire, Cambridgeshire and Norfolk	Mark Neale	Mark.Neale@justice.gov.uk
Cumbria and Lancashire	Vicky Griffin	Victoria.griffin1@justice.gov.uk
Devon and North Dorset	Alex Squire	Alex.Squire@justice.gov.uk
East Midlands	Theresa Salisbury	Theresa.Salisbury@justice.gov.uk
Greater Manchester, Merseyside and Cheshire	TBC	TBC
Hertfordshire, Essex and Suffolk	Alison Renville	alison.renville@justice.gov.uk

Region	NFN Regional Employment Broker	Contact
Kent, Surrey and Sussex	Adrian Northeast	Adrian.Northeast@justice.gov.uk
London	TBC	TBC
Long term and high security estate	TBC	TBC
North Midlands	Vic Holbrey	Vic.Holbrey@justice.gov.uk
South Central	Sarah Barrett	Sarah.Barrett@justice.gov.uk
Tees and Wear	Barry Strong	barry.strong@justice.gov.uk
Wales	Greg Fisher	Greg.fisher2@justice.gov.uk
West Midlands	Laurie Scott	laurence.scott@justice.gov.uk
Women's Estate	Beverley Toone	Beverley.Toone1@justice.gov.uk
Yorkshire and Humberside	Steve Shackleton	Stephen.Shackleton@justice.gov.uk

NFN Senior National Employment Managers

Senior National Employment Managers manage all the national employer accounts. They develop employment opportunities nationally, with employers that are keen to recruit prison leavers or expand their existing work with prison leavers. Part of the national role is overseeing the regionality through the NFN Broker network, to ensure we connect the appropriate job to the right region.

Senior National Employment Managers develop specialisms within their sectors on employment trends and requirements to help target employment towards the appropriate sectors. They also represent NFN on a national scale to enable employers to span across several regions, while also being able to help to develop policy and procedures.

Action: If you have a contact or employer who is looking to recruit nationally, please connect them to the relevant contact below. Also, refer to Annex C - NFN Employing Prison Leaver Guide).

Sector	NFN National Sector Lead	Contact
Health and social care, facilities management, hospitality and catering	George Welbourn	George.Welbourn@justice.gov.uk
Digital and retail, warehousing and distribution (logistics)	Zeki Bekir	Zeki.Bekir1@justice.gov.uk
Manufacturing, agriculture and horticulture	Lance Harris	Lance.Harris1@justice.gov.uk
Construction and waste management (inc. recycling)	Emma Wagstaff	Emma.Wagstaff2@justice.gov.uk
Ministry of Defence, other government departments (inc. Going Forward into Employment initiative)	Mel Downer (other government department lead manager)	Michelle.Downer01@justice.gov.uk

6. Support and networking

We are working to ensure there are multiple avenues of support for the voluntary work you are doing as Chair, as well as multiple ways to connect with other EAB Chairs regionally and nationally to share best practice. The EAB community consists of:

- **EAB Chair WhatsApp group** – To share regular updates, best practice and concerns. To be added to this group, please provide your contact number to Neil Wood: neil.wood@timpsonfoundation.com
- **Regional EAB Chair communities** – You will be connected by your NFN Regional Broker with the other Chairs in your prison group (the prison estate is split across 17 prison groups) and your Regional Employment Broker will look to arrange regular opportunities to connect.
- **Annual EAB conference** – This is an opportunity to bring together all stakeholders for the EABs including prisons, probation and the private sector. We intend to hold two annual conferences – one for those based in the North and one for those based in the South.
- **SharePoint** – A platform created to share best practice, useful information, example documents and data.
- **NFN Regional Employment Broker** – Your main point of contact for your EAB.
- **NFN North and South Change Lead** – Newly created positions in NFN that are working with the Regional Employment Brokers to ensure the implementation and assurance of EABs, Prison Employment Leads and Employment Hubs.
- **EAB Operations Director** – Neil Wood works for Timpson to support the rollout of EABs and will be able to support or signpost any questions, concerns or ideas you may have.
- **National Oversight Board** – James Timpson chairs a quarterly National Oversight Board which has trustees and representatives from the Chair community and HMPPS. If you would like to feed anything into these meetings, please email the NFN operational policy lead, Rosie Carbutt at: Rosanna.carbutt1@justice.gov.uk

Key contacts

Role	Contact	Contact
NFN Change Lead (North)	Andrew Richardson	Andrew.Richardson2@justice.gov.uk
NFN Change Lead (South)	James Palmer	James.Palmer2@justice.gov.uk
EAB Operations Director	Neil Wood	Neil.Wood@timpsonfoundation.com
NFN Operational Policy Lead	Rosie Carbutt	Rosanna.carbutt1@justice.gov.uk
NFN Administration Manager	Stefan Lund	Stefan.Lund@justice.gov.uk
NFN EAB Steering Group	NFN Steering Group (If you'd like to share any ideas to be developed around EABs please email these to Rosie Carbutt.)	Rosanna.carbutt1@justice.gov.uk

7. Sharing success

The boards are an opportunity to make a difference. We know boards are doing this, but we need to hear about it! Whether these are small wins or great successes, please tell us. This could be a shift in attitude or culture in the prison, linking an employer to the prison through NFN, creating a job opportunity on release or supporting individuals into employment.

Action: Please share the good news stories that come from your prison and EAB via the EAB Chair WhatsApp group, your NFN Regional Broker, or email anecdotes or short case studies to: Rosanna.carbutt1@justice.gov.uk

8. Escalation process

As a new and evolving initiative, we expect the occasional concern or issue to arise. As an EAB Chair, please contact your relevant Regional NFN Employment Broker in the first instance with any concerns you have. The escalation process from here on is:

1. Inform your Change Lead (North – Andrew Richardson, South – James Palmer) who will work with the Broker to resolve any issues, engage the necessary regional contacts and decide the appropriate course of action. At this point, you will be updated on the course of action to resolve concerns.
2. Unresolved issues will be further escalated to the NFN CEO, Duncan O’Leary.
3. If unresolved, issues will be escalated to Deputy Director, Reducing Reoffending, Sarah McKnight.

We will endeavour to resolve any issues as quickly as possible and will ensure you are kept informed with regular updates.

NFN and The Timpson Foundation will work in partnership to support you with any concerns and will follow the same escalation process.

9. Data

Prisons are tracked on one key performance indicator for employment. This is the percentage of prison leavers in employment **six weeks** post-release. This will be the key focus for prisons so EABs should aim to support improving this key performance indicator. The other important statistic is the percentage of prison leavers in employment **six months** post-release, although prisons are not directly measured on this. However, we want to ensure prison leavers are still in employment past this six-month point.

Each prison has a different six-week employment target based on their category. Your NFN Regional Employment Broker will be able to provide details of this target for your prison.

As an EAB Chair, you will hear and receive data on the prison you are working with. NFN have an agreement to share certain unpublished pieces of management information on employment with EAB Chairs. Please note this data is only being shared on the grounds of appropriate release of information for operational purposes of the EAB. Data marked as 'Official and Sensitive' comes under the Official Secrets Act, and as such you are bound by these covenants, meaning this should not be used for any other purpose than the operational running of the Employment Advisory Boards. In accordance with the Code of Practice for Statistics, this data must not be shared more widely, placed in the public domain or commented on publicly.

Data will be shared on a quarterly basis with EAB Chairs via SharePoint. It is important to note that NFN is constantly aiming to improve the quality of this data and it does contain caveats.

10. Employment Hubs

Alongside the EAB and Prison Employment Lead rollout, NFN is leading on the rollout of Employment Hubs. These are the equivalent of a 'job centre' within prisons. They are physical spaces where prisoners can find out about employment opportunities from NFN and other key partners and get help with their applications. The Prison Employment Lead will manage the day-to-day operations of the Employment Hub, working closely with key partners in the prison including DWP, probation, education and Information, Advice and Guidance providers.

The prison you are working with may already have an operational Employment Hub. If not, the EAB can explore ways to ensure the hub is set up optimally.

11. Ending Chair appointments

After your 2-4 year term as a voluntary EAB Chair has finished, or you no longer feel you can commit to the Chair role, please notify the following three contacts by email:

- NFN Operational Policy Lead
- NFN Regional Employment Broker
- EAB Operations Director

If you decide to step down as EAB Chair, please be advised you will not be responsible for appointing a replacement Chair for your prison. The EAB team will take this forward and appoint the next Chair but will consider any recommendations you may have.

Note: Due to the importance of this initiative, although EAB Chair roles are voluntary, we ask for a minimum of quarterly EAB meetings to take place and a good level of engagement with the prison.

12. Referenced annexes:

- Annex A – EAB terms of reference
- Annex B – NFN organisation chart

Other Resources

- Annex C – FAQs
- Annex D – Acronyms

Annex A

Terms of reference: Local Employment Advisory Boards.

Purpose

Local Employment Advisory Boards will be a tool to connect prisons with local employers. Each board will work on behalf of a specific prison within an identified area.

Boards will offer advice and support. They will focus on what the prison does:

- To help develop a positive culture of employment within the prison for the long term
- To help prisoners get job ready, with focus on CV building, interview practice, skills training, and a knowledge of what opportunities there are for them to apply for
- To encourage local businesses to engage with the prison, to offer their resources, connections and knowledge to help those living and working in the prison to prepare for and find work on release

Membership

The board membership should ideally be made up of members from the following list:

- Board Chair – a local employer
- Prison Governor
- Prison Head of Reducing Reoffending
- NFN Regional Broker
- Prison Employment Lead (secretariat)
- Appropriate representative from 3-4 local employers
- Board member of the local chamber of commerce
- Local Member of Parliament (MP)
- DWP representative
- Probation representative

Appointment to board membership will be based on an unpaid term of 2-4 years.

Meetings

In the long run, meetings will take place quarterly. Initially, more regular meetings may be required. They will take place at either:

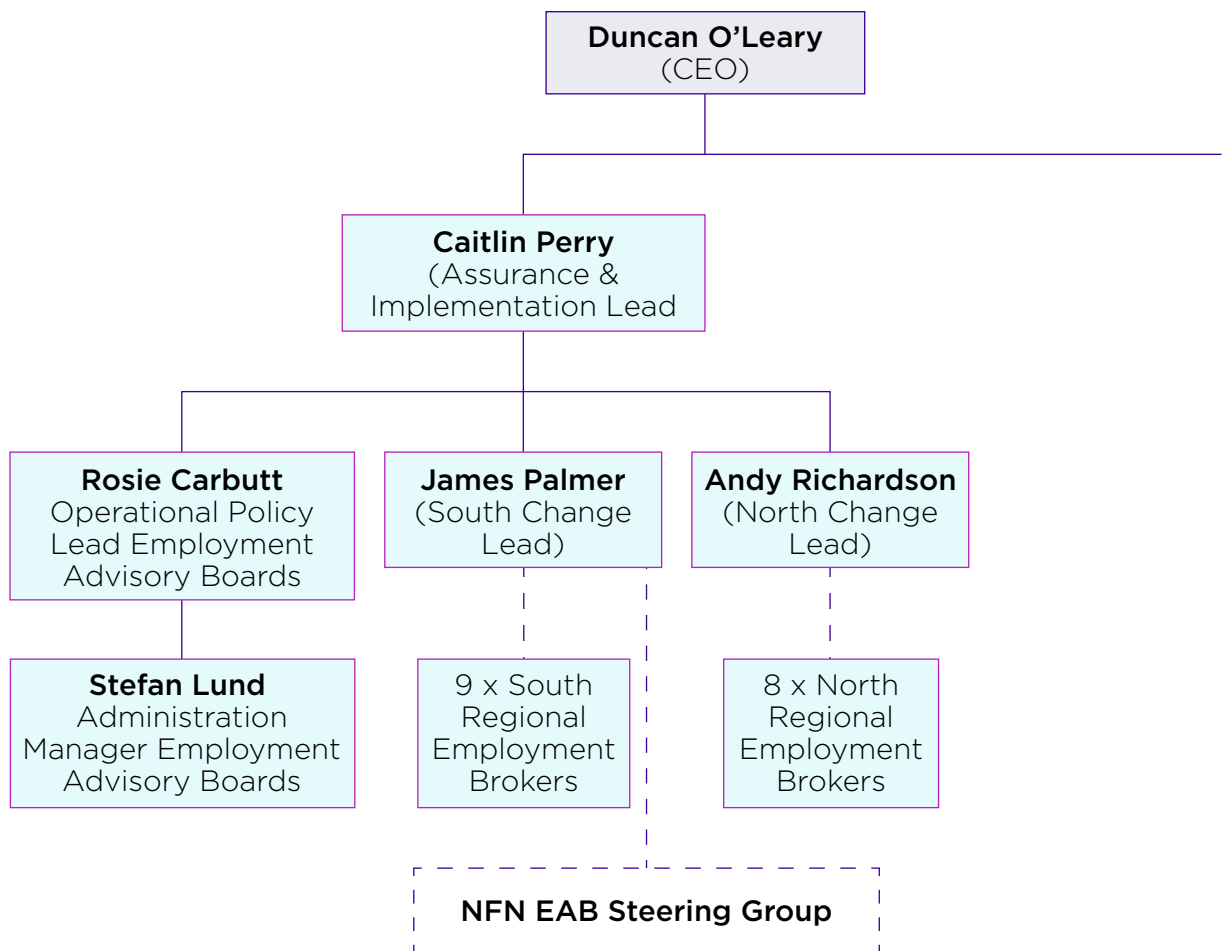
- The prison
- Board members' places of business
- Virtually

Data

As a member of the Employment Advisory Board, you will hear and receive data on the prison you are working with. Please note this data is being shared on the grounds of appropriate release of information for operational purposes. Data marked as 'Official and Sensitive - Unpublished Management Information' comes under the Official Secrets Act, as such you are bound by these covenants, meaning this should not be used for any other purpose than the operational running of the Employment Advisory Boards. In accordance with the Code of Practice for Statistics this data should not be shared more widely, placed in the public domain or commented on publicly.

Annex B

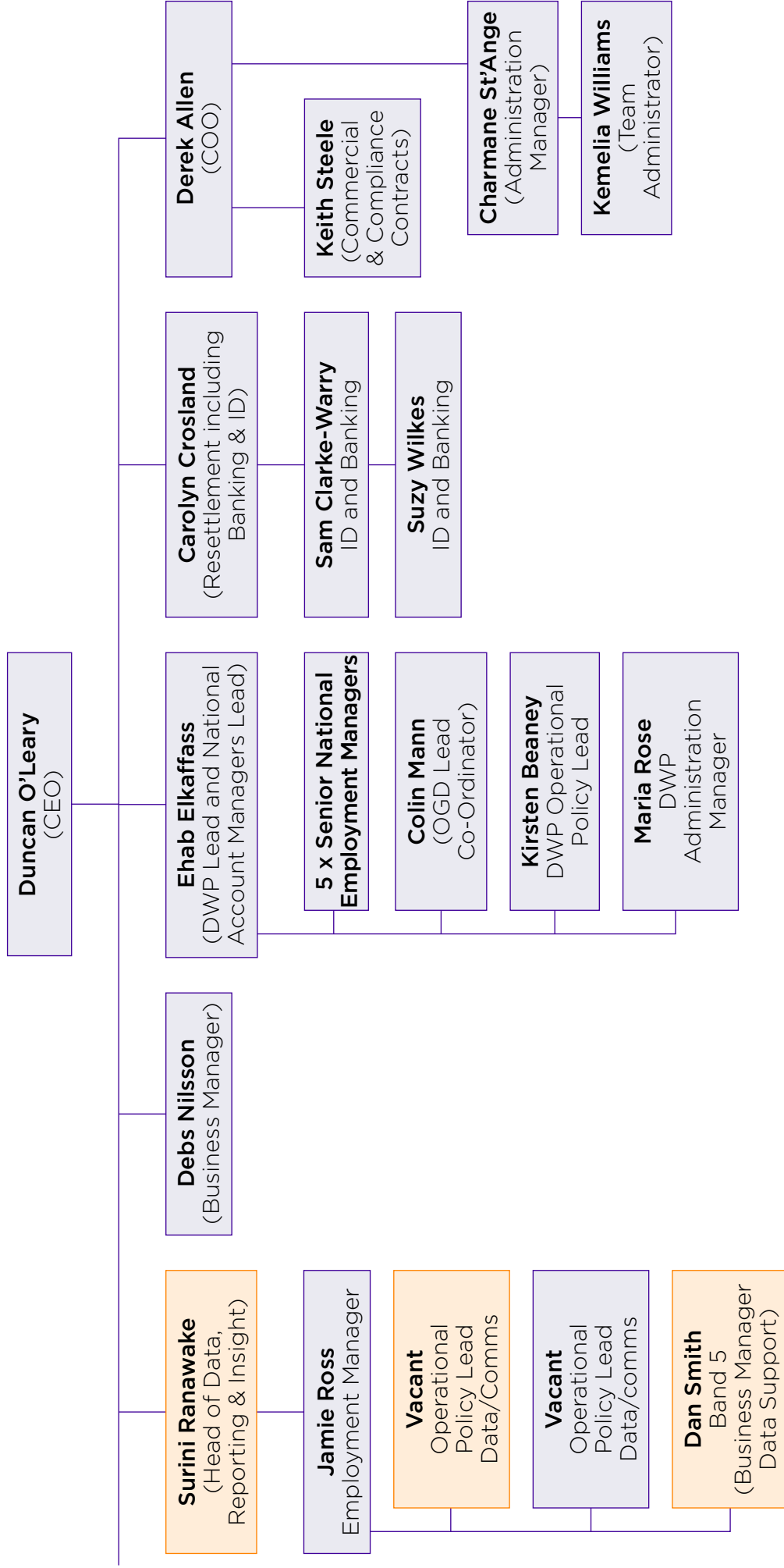
NFN Organisation Chart



Key

- Delivery of EABs, Employment Hubs & Employment Leads
- Provide support for EAB Comms & Data
- Other NFN Roles

NFN Organisation Chart (continued)



Key

- Delivery of EABs, Employment Hubs & Employment Leads
- Provide support for EAB Comms & Data
- Other NFN Roles

13. Annex C – FAQs

As a Chair who is my main point of contact for my EAB?

Your NFN Regional Employment Broker – they will be able to put you in touch with any necessary contacts at the prison. They will be able to support with wider questions around employment or put you in touch with contacts in the NFN central team for any further information you may need.

How quickly should I get the EAB up and running?

There are no fixed timescales for the EABs, but we aim to have an initial board meeting take place within two months of a Chair being appointed. These two months allow for each Chair to build relationships with the key stakeholders at the prison and identify who the right board members are. Additional board members can always be added later.

Who is the best point of contact to find out specific information on the prison?

If your prison has an appointed Prison Employment Lead they will be the best point of contact. Otherwise, please contact your prison Head of Reducing Reoffending or your NFN Regional Employment Broker.

What should I expect in the initial meeting with the prison?

The initial meeting with your prison, likely to be with the prison Governor, Head of Reducing Reoffending and NFN Regional Employment Broker, is a chance to provide them with your background and why you are supporting the initiative. It will be an opportunity to understand more about the employment landscape at the prison, understand the prison's challenges and objectives and how the EAB can support these.

How much time should I expect the EAB Chair role to take?

The majority of EAB Chairs run or own successful businesses and fit this voluntary role around an already busy schedule. The role can take up as much or as little time as you would like but once the EAB is established, it is likely to take an average of one day a month. The initial stages might be slightly more time-consuming while you build the right connections and meet the key stakeholders. Once the board is established, we ask that you commit to holding a minimum of one EAB meeting every quarter. Meetings tend to run for 1-2 hours.

Is there anyone I can get to support the administration of the EAB?

Yes – the Prison Employment Lead. When appointed in your prison, the Prison Employment Lead will be able to support with the secretarial function of the EAB. Alternatively, you can appoint someone in your organisation to support the EAB, either with the administration side or as a deputy Chair – this has been done across a number of EABs.

What does success for the EAB look like?

Success for EABs is ever-evolving. Ultimately, it is supporting the prison to increase the number of prison leavers going into sustainable employment. So a key measure is seeing an increase in the percentage of prison leavers in employment six weeks after release. Success can also be through creating a positive long-term culture of employment in the prison – not just with the senior leadership team, but with prison staff and prisoners, or increasing the number of employers engaging with the prison.

How regularly should EAB meetings take place?

EAB meetings should take place at least quarterly. When being set up it is likely you will meet or speak with key members of the board more regularly and initially start with monthly or bi-monthly meetings.

Who should I contact if I have an issue with the prison?

Your first point of contact is your NFN Regional Employment Broker. They will escalate any issues to the NFN Change Lead who will support in resolving issues. The EAB Operations Director will also be able to support and will signpost any relevant issues to the appropriate contacts.

Where can I find employment-related data on my prison?

This is provided on a quarterly basis and uploaded to SharePoint.

14. Annex D - Acronyms

AP	Approved Premises	NOMIS	National Offender Management System
BASS	Bail Accommodation and Support Service		[NOMIS is a prisoner computer system which holds information about prisoners.]
CM	Custodial Manager	NPS	National Probation Service
CPS	Crown Prosecution Service	OAS	Offender Assessment System
CRC	Community Rehabilitation Company	OM	Offender Manager
CRD	Conditional Release Date	OMiC	Offender Manager in Custody
DPS	Dynamic Purchasing System	OMU	Offender Management Unit
DWP	Department for Work and Pensions	OS	Offender Supervisor
EAB	Employment Advisory Board	PEL	Prison Employment Lead
EH	Employment Hub	PEF	Prison Education Framework
ETE	Education, Training & Employment	PMP	Privately Managed Prisons
FNO	Foreign National Offenders	POELT	Prison Officer Entry Level Training
FTR	Fixed Term Recall	PSPI	Public Sector Prison Industries
HDC	Home Detention Curfew	PSO	Prison Service Order
HMIC	Her Majesty's Inspectorate of Constabulary	PWC	Prison Work Coach
HMPPS	Her Majesty's Prison and Probation Service	ROTL	Release on Temporary Licence
HoRR	Head of Reducing Reoffending [within the prison]	SO	Supervising Officer
IAG	Information, Advice and Guidance	TACT	Terrorism Act 2000
LED	License Expiry Date	YOI	Young Offender Institution
MAPPA	Multi-Agency Public Protection Arrangements		
MoJ	Ministry of Justice		
NFA	No Fixed Abode		
NFN	New Futures Network		