



HM Prison &
Probation Service

London

Reducing Reoffending Plan 2022-25



Contents

Foreword	1
About the London region	3
Achievements	5
In partnership to reduce reoffending	6
Community payback projects	8
Delivering HMPPS and MoJ priorities	9
Training, skills and work	12
Drugs and alcohol addiction	17
Family, accommodation and readjustment to society	20
Public security through engagement and compliance	24
Our partners	28
Measuring progress and impact	28
Glossary	29



Foreword

The HM Prison and Probation Service (HMPPS) Reducing Reoffending Plan provides an overview of our organisation and sets out our shared ambitions to reduce reoffending and make our communities safer. But we can only do this through our positive relationships and creating opportunities with partners.

Working with key stakeholders across government and London, both statutory and third sector, we want to improve access to resettlement services for the people in our care in prisons preparing for their release, in addition to strengthening our community interventions.

As one of the most diverse cities in the world, we are keen to work with third sector organisations to help us reduce disproportionality in the criminal justice system by commissioning specialist resources reflecting the population of London.

The Probation Service mantra to ‘assess, change and protect’ is brought to life in many of our settings, including the courts, prisons, Youth Offending Service and partnership arrangements such as multi-agency public protection arrangements, integrated offender management, and serious group offending.

Despite immense challenges, HMPPS colleagues worked throughout the COVID-19 pandemic to maintain key services. Their hard work and commitment is to be commended.

Kilvinder Vigurs, Regional Probation Director

Ian Bickers, Prison Group Director



Vision

Working together across the London 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 London region

The largest city in the UK,
with a population of
9.54 million



10 prisons, with an
operational capacity of
9,980 prisoners



Around **1,572** square
kilometres, with a population
density of **5,491** people
per square kilometre¹



2,840 probation
employees



8 of the **10** most
ethnically diverse local
authorities in the country
are in London²



A caseload of **25,531**
people on probation in the
community and **12,821**
in custody



1 London's population high: Top metropolis facts – BBC News

2 2011 Census – Office for National Statistics (ons.gov.uk)

27 criminal courts
delivering on average
1,256 pre-sentence
reports from March 2021
to February 2022



12 approved premises,
providing **220** bed spaces



Achievements



In London, over 5,000 victims are actively engaged in the Victim Contact Scheme, which provides information to victims of serious and violent offences, where the offender is sentenced to 12 months or more in prison.



The opening of the Joyce Meggie House approved premises on 10 May 2022 has increased the number of supervised beds available in London, and a women's approved premises will be opening soon.



London prisons offer risk assessment and risk reduction activities services to indeterminate sentenced prisoners.



Offender personality disorder pathway services delivered in London prisons include the Enhanced Support Service at HMP Pentonville and the London Pathways Unit at HMP Brixton.



HMP High Down and HMP Isis deliver the Thinking Skills Programme, providing a firm foundation for prisoners to engage in wider reducing reoffending activities, with tailored one-to-one intervention offered to the highest-risk prisoners.



We are recruiting 9 employment leads, 9 ID and banking support leads, 10 (8 in 2022 and 2 in 2023) neurodiversity support managers, 4 housing specialists, and 4 health and justice partnership co-ordinators by the end of 2022, to support in addressing the causes of reoffending.

In partnership to reduce reoffending

London Probation's partnership arrangements operate at all levels. We have strategic relationships with the Mayor's Office for Policing and Crime (MOPAC), London councils, Greater London Authority, NHS Improvement, and the London integrated care systems. Operationally, we work in partnership with the City of London and Metropolitan Police, the Crown Prosecution Service and London courts. Local probation teams work closely with the London boroughs and the City of London, with heads of service attending community safety partnership and safeguarding boards. In addition, we have productive partnership arrangements with third sector organisations and smaller charities.

As part of the London offender homelessness prevention group, efforts have focused on implementing an ID letter to help prison leavers gain access to accommodation and benefit services. As the evaluation of this pilot was shared wider, the need for ID has been highlighted in the Prisons Strategy White Paper, and further funding has now been introduced.

London Probation, prisons and MOPAC are working in partnership with Catch22 and Bounce Back through the Local Leadership and Integration Fund. Both projects focus on developing a whole-system approach to improve the social inclusion of male prison leavers.

The transition to adulthood pilot has a range of tailored services for 18 to 25-year-olds and 17-year-olds transitioning from youth services. The Ministry of Justice (MoJ), MOPAC and London Probation are working together to develop and implement our Next Steps Programme. This is an opportunity to improve working relationships across local services and to make a positive impact on the lives of young adults.

The community sentence treatment requirement programme is a cross-government partnership that aims to reduce reoffending and short-term custodial sentences by addressing health and social care issues. The pilot has been available to women in 12 South London boroughs. London Probation has been influential in the magistrates' courts to support as many suitable women as possible to receive this sentencing option, and has worked with St Andrews Healthcare in having oversight of the individual treatment requirements. A pilot has been introduced by MOPAC and extended by NHS Health and Justice London, which is available to women residing in 12 South London boroughs.

London Probation piloted services for ex-armed service personnel and individuals from a Gypsy Roma Traveller background. These additional services support our 'Golden Thread Campaign' which focuses on commissioning services to meet specific needs of groups who struggle to access mainstream services.

We have implemented and driven the offender management in custody model. This approach has allowed for greater understanding of the challenges and concerns faced by each part of the organisation, and enables a collaborative approach to communication and the drive for change.

London Prisons Group is currently working in partnership with MOPAC to establish a shared violence reduction strategic lead position in London. This role will see the development of a pan-London Violence Reduction Strategy in partnership with the Prison Service, which will focus on reducing the risk of further violent offending when individuals return to the community.

The integrated offender management framework is led in London by MOPAC. The framework was designed to provide the best approach for those repeat offenders who require additional support from all agencies involved, to give them the best opportunity for change and rehabilitation.

MOPAC commissioned a review of multi-agency risk assessment conferences across London. We streamlined the processes to ensure qualified probation officer representation at the multi-agency meetings and a robust recording system of eligible perpetrators to enable effective risk management.

London Probation has signed up to the following data sharing agreements to protect victims and manage risk: child safeguarding, adult safeguarding and multi-agency risk assessment conferences.

Working with MOJ, MOPAC and London Prisons, we have piloted PS tagging for high-harm domestic abuse offenders and a knife crime programme.

London benefits from a specialist Serious Group Offending/Serious Organised Crime Unit, working in partnership with the police. Integrated gang units within Probation Delivery Units help to disrupt activities and implement restrictions in a co-ordinated way. Work is ongoing with the Metropolitan Police and prisons to establish a more effective information sharing process, specifically for gang nominals.

London Probation, supported by London Prisons, has strengthened relationships with local borough community safety partnerships by collaborating with London councils to identify strengths and challenges. Probation has also shared needs data with community safety partnerships for each borough or Probation Delivery Unit to improve understanding of need, identify gaps in service provision and inform commissioning intentions. In addition, we have promoted our community payback team to help develop unpaid work.

The partnership between London community payback and the 'Wrap Up London' winter campaign has proved very successful. 'Wrap Up London' has worked closely with London to redistribute winter coats to charities and projects, supporting people in need across London. This year, people on probation completed almost 1,000 hours of unpaid work to deliver the project.

Community payback has remained focused on the recovery from COVID-19 and delivery has continued to increase, with performance on an upward trajectory. London has focused on increasing completion of 'independent projects' and improved its delivery with the relaunched education, training and employment catalogue, enabling people on probation to complete education, training and employment activity to the maximum 30% where appropriate.

Community payback projects



Project: Merton Abbey Rec
Weekly project developing the green space. People on probation clearing an area to prepare for new flower bedding.



Project: Painting of alleyway – Barking and Dagenham



Project: May and Baker project
Supporting with the ground levelling of the communal sports ground.



Project: Wrap Up London
CP team sorting and checking coats donated by the public and batching them up for homeless organisations for distribution to the homeless or those living in poverty.

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

- Approximately half of all people on probation in London have an education, training and employment need.³
- To support people on probation into education, training and employment from 2022-25, London Probation has commissioned core education, training and employment services from Maximus.
- The London Probation region works in partnership with the Shaw Trust. The co-financed programme is aimed at engaging those supervised individuals who are the furthest from the labour market, working across the London prison and probation estate. The activity hubs represent a safe space where participants can receive a range of support services from specialist providers.
- London region is engaged with the government-wide Going Forward into Employment Scheme, which aims to recruit individuals with lived experience into appropriate job roles. London intends to be part of a specific pilot to develop lived experience role opportunities within unpaid work, including for community payback supervisors.
- Through a new online portal, London has recently relaunched unpaid work education, training and employment delivery, which is available to eligible people on probation as part of the unpaid work requirement. People on probation are currently able to undertake up to 30% of their total unpaid work hours as 'recognised' education, training and employment activity. This opportunity focuses on enhancing their employability skillset and encouraging personal development. We intend to strengthen our offer in the next period, including a focus on new partnership development.
- Our partnerships with the two Local Leadership and Integration Fund projects offer additional education, training and employment opportunities through Bounce Back, Be Onsite and A Fairer Chance.

3 Identified needs of offenders in custody and the community from the Offender Assessment System, 30 June 2021



Important partners in this work

- Maximus, which has access to a broad network of opportunities from associated education, training and employment specialist organisations
- Advance and Women in Prison, as part of the wider holistic women's service
- The Shaw Trust, to deliver the Co-Financing Organisation service
- Reed, to deliver the two Co-Financing Organisation activity hubs based in Croydon and Lewisham
- Penrose, Air Network, RFEA (veterans charity), Genius Within and UserVoice, providing a range of support services



Targets

- By July 2023, London will increase the proportion employed six weeks after release by 11 percentage points from 8% in March 2022
- By July 2023, London will increase the proportion employed six months after release by 11 percentage points from 12% in March 2022



Three-year objectives

- Ensure more prison leavers progress to jobs or further training in the community on release
- Ensure prisoners leave prison with improved literacy and numeracy skills
- Ensure prison leavers have improved employability skills, which can be tracked and recorded to show progress from their starting point
- Ensure sufficient and purposeful activity spaces are available within each prison to improve job-ready skills and educational attainment
- Ensure prisoners within London prisons utilise new digital opportunities to enhance progression
- Increase the appropriate use of the Commissioned Rehabilitative Services to enhance training skills and work opportunities in the community
- Increase the number of people on probation utilising the 30% allocation education, training and employment hours towards their unpaid work total allocation of hours



Three-year activities

- Develop and implement employment hubs in all resettlement prisons, with an employment lead to ensure prison leavers are matched to job and training opportunities, prior to release from custody where possible
- Develop the education, work and skills curriculum across London prisons using detailed needs analysis, which allows prisoners to progress from their starting points
- Implement progress in workshops or skills tracking within all areas of education, work and skills
- Review and develop all purposeful activity within the education, work and skills pathway, in line with Ofsted guidance
- Continue to implement new digital technologies, including the greater use of laptops, tablets and in-cell technologies
- Continue to enhance the relationship with the Department for Work and Pensions in custody and the community
- Engage more people on probation with education, training and employment opportunities as part of the unpaid work requirement
- Provide people on probation with access to training as part of their project site day
- Partner with additional external education, training and employment providers that offer accredited learning, soft skills development, access to live employment opportunities and in-work support for people on probation

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

- In London, around 1 in 10 people on probation have an identified alcohol misuse need, and 4 in 10 have a drug misuse need.⁴
- The Probation Service is responsible for managing sentences of the court, which focus on alcohol and drug treatment for people within our communities. Our staff are responsible for ensuring people released from prison with substance misuse difficulties are drug tested and engaged with the appropriate treatment.
- There is a strong focus on tackling substance misuse within London prisons. There are currently five incentive substance free living units, which focus on recovery. There are also a number of pilots taking place across the prisons, including a 12-step programme being evaluated in HMP Brixton. In HMP Highdown, we are working towards establishing a community treatment centre where prisoners will receive intensive support.
- HMP Brixton will receive funding to recruit a Drug Strategy lead to ensure there is a clear focus on tackling substance misuse and reducing demand.

4 Identified needs of offenders in custody and the community from the Offender Assessment System, 30 June 2021



Important partners in this work

- The Department of Health and Social Care, which provides an integral strategic link, identifying national and local funding streams and aligning partnership working across the region
- London Borough commission services, to support those with substance misuse more locally
- The RECONNECT service in the NHS long-term plan, which will commence work with people before they leave prison
- GamCare, to deliver a programme to supervised individuals with gambling related needs



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

- Improve partnership relationships with our substance misuse stakeholders
- Improve the skills of our staff to support people on probation with substance misuse problems
- Increase the number of proposals for alcohol and drug treatment requirements made in the London courts
- Successfully commission a new, probation-specific service to support people with a substance misuse need
- Address barriers that prevent people on probation from accessing, engaging and prioritising appropriate treatment
- Improve our data and processes to monitor, support and engage people on probation who have substance misuse difficulties



Three-year activities

- Engage more prison leavers who have a substance misuse problem in treatment within 21 days of release
- Increase the proposals for community sentence treatment requirements by courts across the London boroughs
- Fully embed the new 'dependency to recovery' Commissioned Rehabilitative Services within London Probation
- Ensure that every London prison has a substance misuse subject matter expert, to support the prison's commitment to enable drug-free living for prisoners
- Enhance clinical and psychosocial health care in prisons

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.

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 across England and Wales 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 activity, 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 October 2022, the new families services provider will be implemented for people in custody, with a new focus on support for prisoners, their families and those with no access to this support mechanism.
- The Routes 2 Change Programme at HMP Brixton and HMP Isis will continue to be re-introduced post COVID-19, in partnership with PACT. The programme is a more family-centred approach to an individual's time in custody with specific support plans in place for those who need it, including the families in the community. Departure lounges are also being implemented to ensure all prison leavers and their families are supported as the individual passes 'through the gate' and into the community.
- London Probation recognises the importance of working closely alongside local authority children's services departments, and the value of multi-disciplinary teams to address the 'trio of vulnerabilities' for children: domestic abuse, parental substance misuse and parental mental health. Through a new hub-based pilot, London Probation and Wandsworth Local Authority have made a commitment to supporting family safeguarding by providing staffing, professional leadership and oversight of the work undertaken.
- London Probation is currently exploring opportunities to strengthen family engagement work, through a focus on the Integrated Offender Management Scheme.
- For the period 2022-25, London Probation has commissioned family and significant others support services from Catch 22, as part of the personal wellbeing core service.



Important partners in this work

- Children's services, to address the trio of vulnerabilities
- Wandsworth Local Authority, supporting family safeguarding
- HMPPS London region, working with MOPAC and the London women's blueprint
- St Mungo's in partnership with SHP, for Commissioned Rehabilitative Services accommodation
- Advance and Women in Prison, as part of the wider holistic women's service, including a specific partnership service provided by Housing for Women
- 12 identified 'high need' London boroughs, to maximise private rented sector outcomes for prison leavers in accordance with the ex-offender accommodation scheme funding criteria
- London councils, in consultation with the Greater London Authority, to prepare for the rollout of the national Community Accommodation Service



Targets

- By July 2023, London will increase the proportion housed on the night after release by 40 percentage points from 50% in March 2022
- By July 2023, London will increase the proportion in settled accommodation 3 months after leaving prison by 23 percentage points from 57% in March 2022



Three-year objectives

- Provide oversight for establishments' Family and Significant Others Strategy documents, and sign off family performance measures
- Facilitate regular meetings of establishments' family leads to share information and good practice
- Encourage family involvement in the wellbeing of prisoners, reviews and resettlement planning, where appropriate
- Implement the new families services provider in October 2022 with a new focus on support for prisoners, their families and those with no access to this support mechanism
- Improve staff training to work with and identify care experienced people, and provide support for them in custody
- Launch the Community Accommodation Service in London in 2023 – a 12-week transitional housing scheme for prison leavers at risk of homelessness
- Identify future opportunities for co-commissioning across the London region for supported accommodation services for the Regional Outcome Innovation Fund
- Enhance staff awareness of accommodation policies and statutory responsibilities
- Increase mentoring provision through local and co-commissioning arrangements, aiming for an increase of 10% in the first six months



Three-year activities

- Improve relationships for prison leavers released from HMP Brixton and HM YOI Isis through the PACT Routes 2 Change Programme
- Increase care experienced staff working in custody and in the community
- Increase identification of care leavers, evidence of engagement with support services in the community and use of entitlements and overall feedback from care experienced prisoners
- Ensure more prison leavers secure accommodation within the first 24 hours of their release
- Ensure more prison leavers under probation supervision are in settled accommodation three months after supervision begins
- Increase use of appropriate Commissioned Rehabilitative Services to enhance the resettlement process

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

- HMPPS, the Probation Service and the London Prison Group have a strong track record of working with key regional partners to develop shared protocols and pilot initiatives to reduce reoffending and increase public safety. The London landscape is complex, with 32 London boroughs plus the City, and with the seat of government which brings scrutiny and security challenges.
- The Probation Service and MOPAC have agreed a three-year funding commitment for integrated offender management. Both organisations have jointly explored gaps in services and agreed priorities. We are planning for potential new services, including co-commissioning options for services for people with low-medium complexity mental health needs, as well as dual diagnosis and neurodiversity focused services.
- The Stalking Threat Assessment Centre is a multi-agency service that aims to deal effectively with stalking offences, providing a good response and outcome for victims. The unit consists of the London Probation Service, the Metropolitan Police Service, Barnet, Enfield and Haringey Mental Health NHS Trust, and the Suzy Lamplugh Trust which provides victim advocacy. The unique nature of the service provides opportunities to intervene in stalking offending in a range of different ways and at different stages of the criminal justice process. This increases the potential for 'making a difference', particularly in terms of protecting victims.
- Early joint scoping work has commenced, to explore the potential to co-commissioning a violence reduction service for young adult males, with a focus on young black men and care leavers, working 'through the gate'. This builds on the learning from the recent joint thematic workshop programme, which included sessions on violence reduction, disproportionality and care leavers.
- The short sentence function model will be rolled out incrementally in London. This model aims to improve outcomes from high rates of recall and reoffending. It will provide a responsive, prompt and flexible service for those serving short prison sentences of 10 months or under at point of sentence. This model will enhance connection with a hard-to-reach cohort, sustaining any support already in place in the community and improving fast-track access into new services.
- We are ensuring people in prison are placed at the appropriate prison location for engagement with appropriate interventions. This includes specific interventions for young people regarding maturity, and specific risk assessment tools to support appropriate management of prisoners convicted of terrorism offences.
- We are using initiatives such as enhanced behaviour monitoring, aimed at reducing risk of reoffending while on release on temporary license for prisoners who meet criteria indicating high risk.



Important partners in this work

- MOPAC
- London councils
- London boroughs
- Metropolitan and City Police Services
- NHS
- The voluntary and community sector



Targets

- By April 2023, London will increase the proportion of sexual offence interventions completed by 42 percentage points from 28% in March 2022



Three-year objectives

- Develop our approach to recruitment to enable us to recruit through online testing, candidate engagement at the earliest opportunity, shorter application forms and candidate webinars
- Continue to develop our approach to co-commissioning services to meet the needs of people on probation and in prison to enhance resettlement, particularly hard-to-reach groups as part of our 'Golden Thread Campaign'
- Drive performance to achieve our service-level agreements, to prepare additional court reports to reduce the use of custody where appropriate, and to improve our response to safeguarding
- Develop more detailed performance monitoring reports of people subject to integrated offender management, which will demonstrate the impact of integrated offender management in reducing neighbourhood crime



Three-year activities

- Ensure full staff levels across HMPPS, with a well-trained team to meet the challenge of reducing reoffending in London within the second year of this plan
- Work with our key partners to address violence reduction, improve delivery to women and victims, and develop commissioning opportunities to ensure appropriate services and interventions, particularly for minority ethnic groups
- Improve our probation contact centres to better meet the challenges of operational delivery and to improve the working environment for our staff and people on probation
- Work towards implementing Smarter Working practices, with improved IT for our staff and better delivery of our frontline services

Our partners

- Metropolitan Police
- City of London Police
- NHS
- Mayor's Office for Policing and Crime (MOPAC)
- Ministry of Justice
- Office for Health Improvement and Disparities
- Home Office
- Magistrates Association
- Department of Health and Social Care
- London councils
- HM Courts and Tribunals Service
- Crown Prosecution Service
- Youth Justice Board
- Regional police and crime commissioners
- Department for Work and Pensions
- Electronic monitoring providers
- Victim services providers
- RECONNECT
- GamCare
- Children's services
- Wandsworth Local Authority

Measuring progress and impact

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