



HM Prison &  
Probation Service

# London

Reducing Reoffending Plan  
2022-25

Annual  
Update  
2023



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# Foreword

London is a complex area with a population of over 9 million and according to the 2021 Census, it is the most ethnically diverse region in England and Wales. London consists of 18 Probation Delivery Units, 10 Prisons (public sector and contracted), 27 Criminal Courts, 13 Approved Premises and 32 Local Authorities, plus the City of London.

In London we manage c26,000 on probation in the community and c12,000 in custody. London's prisons hold 8,500 people in six public sector prisons.

Last year prison and probation teams focussed on developing close partnership working arrangements and robust governance structures to drive improved service delivery. This year, we are committed to embedding and expanding our working relationships further to improve outcomes to reduce reoffending.

Alongside wider work to address pressures on staffing, our priorities include a targeted approach to improving risk assessment and the quality of sentence management; accessing interventions to support rehabilitation and public protection; strengthening our resettlement provision; improved data quality and information sharing; the co-commissioning of services where possible; and building on partnership working arrangements with our stakeholders.

We will continue with our purpose to protect the public, reduce reoffending and strive to prevent victims by changing lives.

**Kilvinder Vigurs**, Regional Probation Director and  
**Ian Bickers**, Prison Group Director

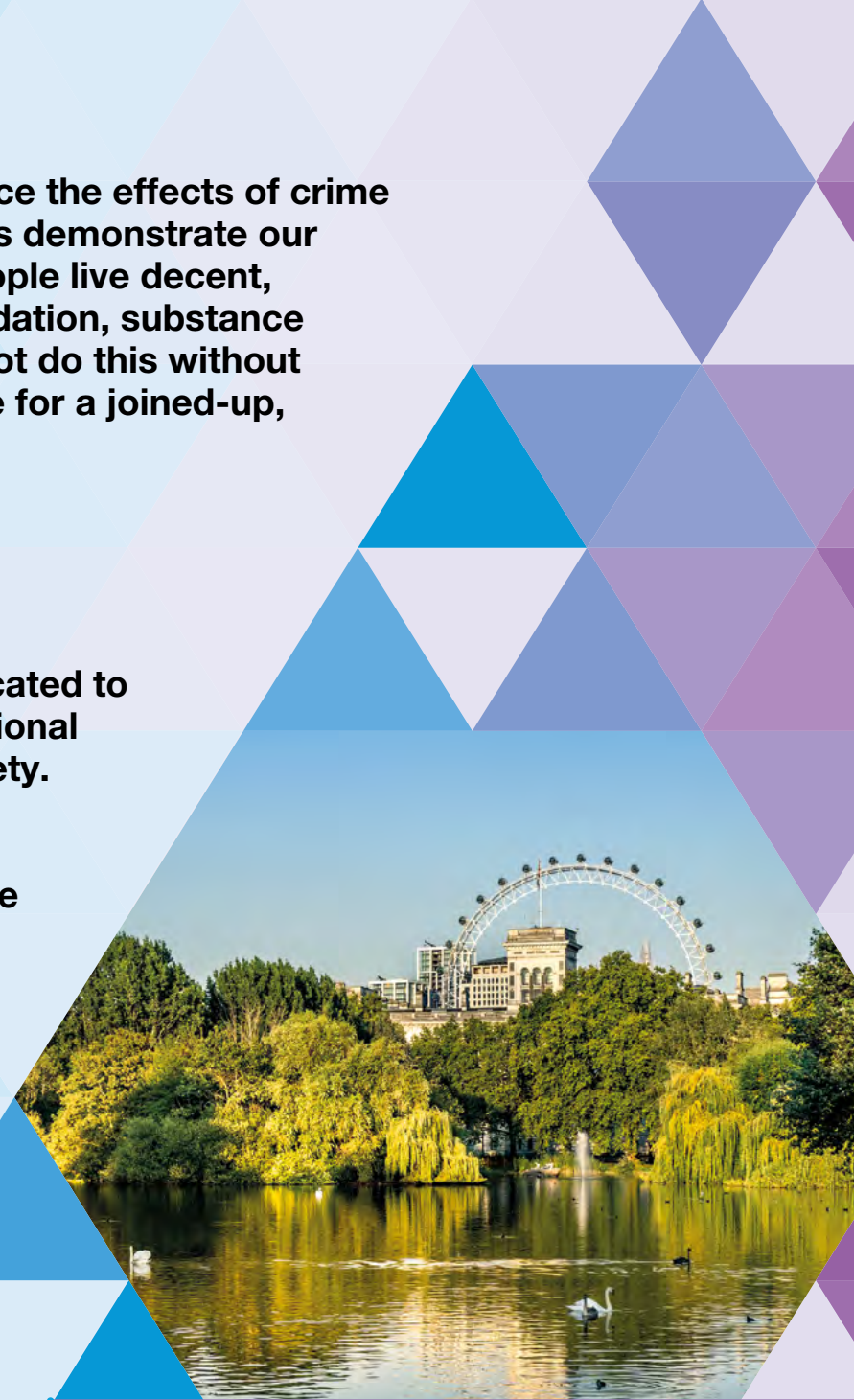
**“Reducing reoffending remains a critical priority if we are to reduce the effects of crime on communities and keep our citizens safe. These annual updates demonstrate our continuing work to tackle the drivers for reoffending and help people live decent, law-abiding lives by improving access to employment, accommodation, substance misuse treatment, and tackling anti-social behaviour. We could not do this without our partners across and outside of government, and we will strive for a joined-up, cohesive system to achieve excellence in rehabilitation.”**

**Amy Rees**

Director General Chief Executive Officer, HMPPS

**“Police and Crime Commissioners in England and Wales are dedicated to collaborating with HMPPS and our various local, regional, and national partners to reduce reoffending rates and maintain community safety. The updated regional Reducing Reoffending Plans highlight the importance of partnership collaboration, and all Commissioners have been involved in shaping these plans to align with local Police and Crime Plan priorities. It is only through collective efforts that we can bring about positive changes for the public, such as reducing crime, protecting victims, and keeping communities safe. We will closely cooperate with each Regional Probation Director to implement their plans, which will include the exploration of new and innovative approaches to community payback and rehabilitation through co-commissioning opportunities.”**

**Emily Spurrell** (Deputy Criminal Justice System Lead) and  
**David Lloyd** (Criminal Justice System Lead), Police and  
Crime Commission



# Delivering HMPPS and MOJ priorities

We continue to reduce reoffending by providing high quality interventions, and targeted support for those under our supervision, including our prison leavers and women, who have unique needs, to make a success of their lives. Arrangements for children and young people are not currently reflected in these plans.

We know that people who leave prison with a strong foundation in place are less likely to reoffend. Regional Reducing Reoffending Plans support improving outcomes across a range of areas including **accommodation, education, employment** and **health**, and address the **thinking, attitudes** and **behaviours** that lead to reoffending.

This government has committed significant funding to support this work. We continue to work collaboratively with our partners targeting delivery of services, maximising co-commissioning opportunities and achieving the priorities outlined in the Regional Reducing Reoffending Plans.

Over the past year, we have navigated a period of significant challenge, including increased demands on services and workforce pressures. Throughout, our focus has remained on maintaining agreed service delivery to the best of our abilities.

## Over the past year, achievements include:

- launch of the Community Accommodation Service Tier 3, increasing available bedspaces to 650 and housing over 1,300 individuals who would otherwise be held in prison
- publication of the HMPPS approach to the management and rehabilitation of people convicted of sexual offences
- strategic review of all HMPPS designed accredited programmes

- new Employment Hubs and Employment Boards rolled out in 92 prisons. Since April 2022, the proportion of prison leavers finding work within six weeks of release increased from 15% to 19%, with a further 30% in work after 6 months, up from 23%
- hired over 100 Heads of Education, Skills and Work to lead and improve the curriculum for education and employment in prison
- investment in over 50 Health & Justice Coordinator posts nationwide to support our substance misuse strategy

Looking ahead, we remain dedicated to delivering on the priorities outlined in these plans and recognise the importance of opportunities for collaboration across organisations to better use our collective resources and expertise.

Over the coming year, the OneHMPPS programme will create opportunities to further join up efforts across prisons and probation in our local partnership engagement, supporting HMPPS and our stakeholders to work more holistically to reduce reoffending.

We will continue to collaborate with statutory partners, private and voluntary-sector organisations, breaking down barriers to desistance from crime and work closely with Police and Crime Commissioners supporting our shared rehabilitation priorities.

# Training, skills and work progress

Employment and education 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, which cuts crime and helps to protect the public. We will continue to raise the skills and qualifications of women, so they are more likely to secure employment on release.

## Regional targets

- By April 2024, London will increase the proportion employed six weeks after release by 6 percentage points from 13% in March 2023.
- London will continue to increase the proportion employed six months after release from 18%, in the performance year to March 2023.



## We said we would:

- 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 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.

# Training, skills and work progress



## We said we would:

- 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.



## What we have done so far – Outcome Progress:

- Continued to strengthen our relationships in prison and into the community by using our Commissioned Rehabilitative Service to achieve employment, training and education outcomes.
- Completed Education, Skills and Work needs analysis prior to the annual delivery planning boards.
- Strengthened purposeful activity in line with OFSTED requirements.
- Commissioned Rehabilitative Services are providing support to people on probation supporting them into education, training and employment.
- Introduction of Coracle laptops to support remote and blended learning for Open University and distance learning programmes.

# Drugs and alcohol addiction progress

People 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 cut crime by increasing the number of people who do not reoffend in the two years after treatment to 44% (Public Health England and MoJ, 2017).

## Regional targets

- Community Sentence Treatment Requirements (CSTRs) include Drug Rehabilitation Requirements (DRRs), Alcohol Treatment Requirements (ATRs) and primary/secondary care Mental Health Treatment Requirements (MHTRs). These requirements seek to provide people in our care with the treatment they need to address the underlying causes of their offending behaviour, in the community.
- We are driving up use of treatment requirements for those that are eligible through new investment working in collaboration with the Courts, NHS, and Treatment providers.



## We said we would:

- 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.



# Drugs and alcohol addiction progress



## What we have done so far – Outcome Progress:

- Drug Strategy leads, policies and associated governance processes are now in place in all London prisons.
- Incentivised Substance Free Living Units' have received additional funding, with oral testing now in place.
- Launched new Dependency to Recovery Commissioned Rehabilitative Services delivered by the Forward Trust in partnership with Catch 22, who deliver the young adult strand.
- Recruited new Health and Justice partnership co-ordinators with a focus on improved access to treatment pathways in the community and through the gate.
- Convened a regional continuity of care conference working in partnership with the Mayor's Office for Policing and Crime and London Office for Health Improvement and Disparities.

# Family, accommodation and readjustment to society progress

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, the Prisoners' Families Helpline and faith-based organisations.

## Regional targets

- By April 2024, London will increase the proportion housed on the night after release by 14 percentage points from 76% in March 2023.
- By April 2024, London will increase the proportion in settled accommodation three months after leaving prison by 14 percentage points from 66% in March 2023.



## We said we would:

- 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.

# Family, accommodation and readjustment to society progress



## What we have done so far – Outcome Progress:

- The introduction of joint processes between Prisons and Probation has resulted in an increase in prison leavers securing accommodation on their first night of release.
- Launched the London Community Accommodation Service – Tier 3 in collaboration with Local Authorities and London Councils providing people who would otherwise have become homeless on release from prison with up to 84 nights temporary accommodation.
- Introduced borough-based Resettlement Panels focussing on homelessness prevention on release. Panels operate in partnership with Local Authorities, accommodation Commissioned Rehabilitative Service providers and prison based Strategic Housing Specialists.
- Commissioned the Irish Chaplaincy charity providing specialist services for family engagement and support for individuals from a Gypsy Roma Traveller background.

# Delivering the order of the court

HMPPS **monitors the people under our supervision 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.

## Regional targets

- By April 2024, London will increase the proportion of sexual offence interventions completed by 13 percentage points from 57% in March 2023.



### We said we would:

- Ensure full staff levels across HMPPS, with a well-trained team to meet the challenge of reducing reoffending in London.
- 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.

# Delivering the order of the court



## What we have done so far – Outcome Progress:

- In partnership with the Mayor's Office for Policing and Crime (MOPAC), a new prison-based Violence Reduction Co-Ordinator post was created and is leading on the production of a Violence Reduction Strategy.
- Prisons now have access to laptops and computers opening up the opportunities to use virtual platforms for both staff and prisoners.
- Launched a new Grants Programme inviting applications from organisations who specialise in services to people from minority ethnic backgrounds.
- Partnered with MOPAC to co-commission phase one of a new suite of Integrated Offender Management specific services with mental health and service user engagement support services currently being mobilised.
- London Probation undertook improvement works across the region to improve the working environments for our staff and people on probation, including improvements to kitchen and bathroom facilities, and improvements to five of our waiting rooms.

## Priorities for the next year

We hope to build on our culture that our staff and people under our supervision experience across London Prison Group as this remains one of our biggest potential barriers to progress. Addressing and resolving this issue will enable us to deliver with the care, compassion, and the rehabilitative culture we aspire to. We have also had to challenge issues within our workforce, and our hope is that a focus on culture will improve retention, commitment, and the work environment for those who join us. This is driven by the desire to improve outcomes for prisoners, their families, and the communities they return to. We also want to get the basics right and meet our obligations to serve the Courts and protect the public.

2022-23 was our first full year of delivery as a unified Probation Service. HMIP highlighted that our strategic direction and priorities are right, but that we need more staff to deliver on them. We have commenced a huge programme of recruitment and started to see improved staffing levels. Training and support of new staff is in progress, and we will continue to support our existing colleagues to enhance their skills and knowledge to deliver our priorities. In addition, we need to ensure that we retain the talent and expertise already within the organisation, as this is critical to stabilising our service delivery. We will strive to maintain our proud tradition of having a workforce that reflects the communities in which we work.

We will continue our strong working relationships with key partners, including MOPAC, the Metropolitan Police, Local Authorities, health services and the third sector, who support us in delivering services for communities in London. We look forward to continuing and building on these relationships to improve safety in London.

# Opportunities for the next year

- Improving accommodation outcomes and employment opportunities for prison leavers by implementing Resettlement panels and increasing the use of appropriate Commissioned Rehabilitative Services to enhance the resettlement process.
- Reflecting the OneHMPPS ambition for closer working relationships between Prison and Probation, we will implement career fairs both in the community and in prisons to improve employability, which leads to reduced reoffending.
- Maximise service delivery opportunities to support the rehabilitative needs for people on probation and in prison from minority ethnic backgrounds, including a focus on male young adults.
- Strengthen pathways into drug treatment both through continuity of care (prison to community) and increasing the use of DRRs and ATRs.



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