

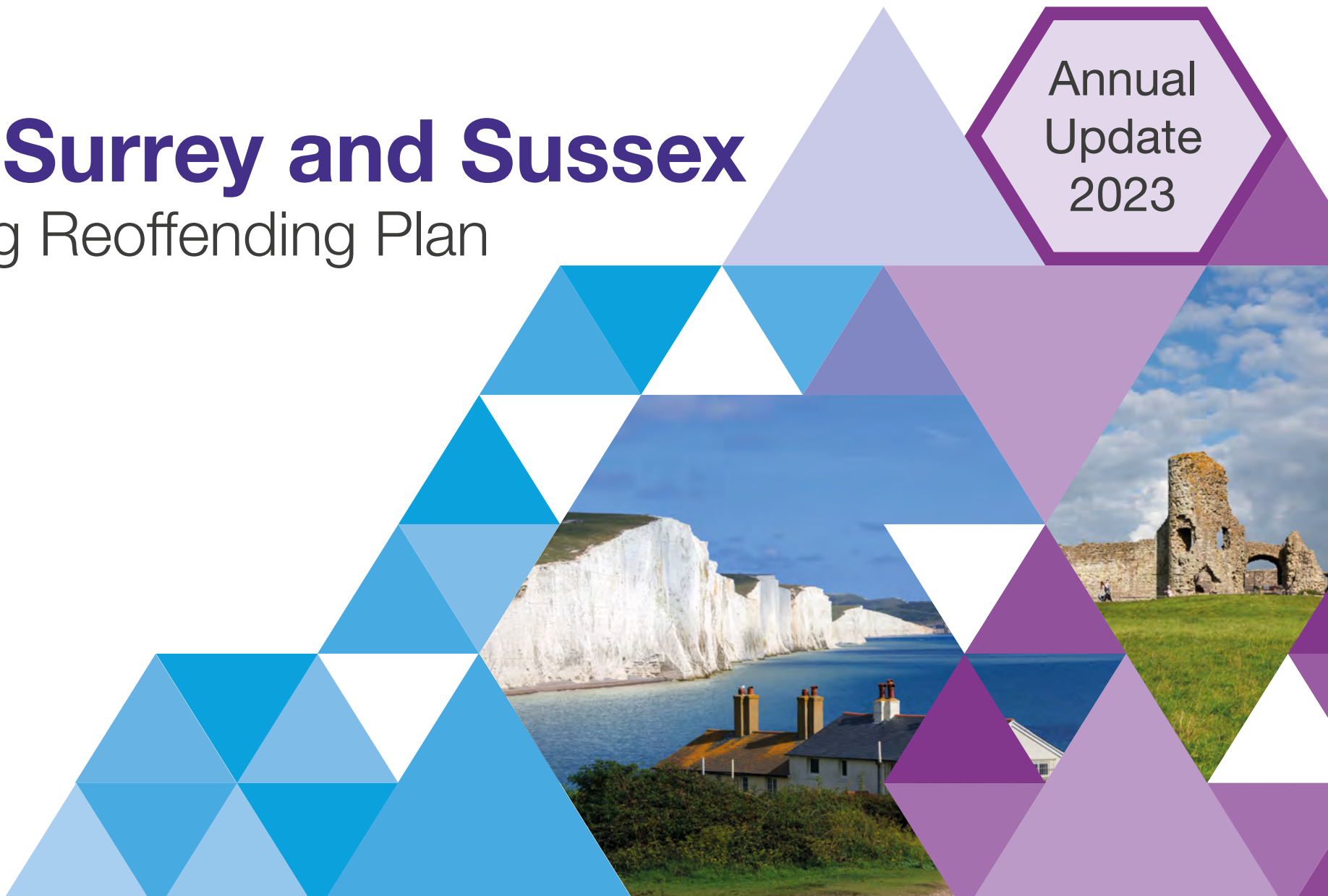


HM Prison &  
Probation Service

# Kent, Surrey and Sussex

Reducing Reoffending Plan  
2022-25

Annual  
Update  
2023



# Contents

Foreword	1
Delivering HMPPS and MOJ priorities	3
Training, skills and work progress	4
Drugs and alcohol addiction progress	6
Family, accommodation and readjustment to society progress	8
Delivering the order of the court	10
Priorities for the next year	12



# Foreword

Our teams across Kent, Surrey and Sussex continue to improve our ways of working and the services in place for both people on probation and in prison. We harness opportunities to ensure we strengthen the journey of people under our supervision, throughout the system, from initial sentencing to community release. We will continue to collaborate with, and influence, our partners, such as Police and Crime Commissioners, the Courts and Judiciary, to focus on high priority outcomes, such as employability, accommodation and minority-ethnic-focused provisions.

We have introduced Employment Hubs in our Prisons and recruited Heads of Education, Skills and Work to improve learning provision in custody. We are also putting in place bespoke services for people on probation, to ensure their ongoing employability potential and therefore reduce the likelihood of reoffending. We are committed to driving up the close working with stakeholders, such as health providers and local authorities, to increase capacity in delivering drug and alcohol treatments that support rehabilitation.

**Mary Pilgrim**, Regional Probation Director and  
**James Lucas**, 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, Kent, Surrey and Sussex will increase the proportion employed six weeks after release by 3 percentage points from 16% in March 2023.
- Kent, Surrey and Sussex will continue to increase the proportion employed six months after release from 23%, in the performance year to March 2023.



## We said we would:

- Increase the number of targeted referrals to education, training and employment Commissioned Rehabilitative Services, using improved needs-based data.
- Ensure that any new contracts with providers are outcome-focused and include a prioritisation framework and delivery incentives to drive an improved contractual relationship between providers and Probation Delivery Units.
- Ensure providers are sufficiently resourced and flexible to adapt to fluctuating referral volumes.
- Ensure that targeted, evidence-based interventions (including community payback projects which support employability) are available for all people on probation.
- Design education curriculums to meet the needs of prisoners through local needs analysis, including purchasing bespoke services via the Dynamic Purchasing System.

# Training, skills and work progress



## We said we would:

- Maximise education, training and employment provision by developing relationships with the New Futures Network, prison education framework, Dynamic Purchasing System providers and employers.
- Work with local businesses to secure appropriate work placements for Kent, Surrey and Sussex (KSS) prisoners.
- Continue to monitor and seek innovative offers for employment for prisoners to improve rehabilitative outcomes.



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

- Increased the employability of people on probation by working with the Shannon Trust as a dedicated referral route for those with poor literacy levels.
- The majority of KSS prisons now have a dedicated Prison Employment Lead, ensuring prisoners have relevant documentation prior to release.
- Employment Advisory Boards are now in all applicable prisons to support prisoners in gaining employment on release from prison.
- The prison education curriculum is focused on employability and strengthened personal development opportunities.
- Work placements from HMP Ford and HMP Standford Hill are at historically high levels.
- Delivered more than 300,000 hours of unpaid work in KSS in under 12-months.

# 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:

- Be actively involved with local authorities and Clinical Commissioning Groups in the commissioning of alcohol treatment requirements and drug rehabilitation requirements provision to target current patterns of substance misuse.
- Ensure tighter and closer working relationships are in place with our key partners, including governance and performance frameworks to align outcomes and our strategic, long-term focus.
- Ensure the community sentence treatment requirement screening tool is used at court to identify all opportunities for alcohol treatment requirements and drug rehabilitation requirement proposals to be made.
- Ensure KSS prisons continue to work closely with Oxleas, the healthcare provider in Kent, to further develop the positive relationships already in place with commissioners to improve the provision.



# Drugs and alcohol addiction progress



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

- Embedded region-wide Community Sentence Treatment Requirement programmes, as well as increasing the focus on Alcohol Treatment Requirements and Drug Rehabilitation Requirement engagement.
- Successfully delivered Kent-based Mental Health Treatment Requirement (MHTR) interventions to more than 75 people in first nine months of operation.
- Prepared for Surrey and Sussex MHTR to go live in October 2023, targeting 100-150 people in first six months.
- HMP Coldingley, HMP Elmley and HMP Rochester all have dedicated Drug Strategy Leads with Incentivised Substance-Free Living units.
- Local Delivery Boards are in all KSS prisons to support partnership working with health partners.
- All KSS prisons offer services to manage clinical support groups and structured treatment programmes.

# 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, Kent, Surrey and Sussex will continue to maintain the proportion housed on the night after release at 91%.
- By April 2024, Kent, Surrey and Sussex will increase the proportion in settled accommodation 3 months after leaving prison by 3 percentage points from 77% in March 2023.



## We said we would:

- Maximise funding opportunities for accommodation in KSS by, for example, developing innovative ideas for co-commissioning.
- Support the rollout of Community Accommodation Service prison housing specialists across the KSS prison estate, and explore opportunities for further specialist staff to support people on probation with housing needs.
- Continue to develop multi-agency strategic groups to develop pathways between accommodation and other services.
- Commission accommodation services to provide longer-term support for complex cases who are not tenancy-ready when moving on from temporary release accommodation.
- Develop lived experience networks across sectors to assist in co-planning services and strengthening funding bids.
- Develop co-location with the homelessness prevention team and rough sleepers team.
- Continue to expand breakfast club provision for women.

# Family, accommodation and readjustment to society progress



## We said we would:

- Explore local and regional opportunities to develop whole-system approaches for working with women.
- Partner with the children and families team in prisons to engage and support families of supervised individuals to aid successful resettlement and integration back into the family home.



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

- Improved partnership working and risk management of victims of domestic abuse.
- Provided more than 659 people who would otherwise have been homeless on release with up to 84 nights temporary accommodation.
- Working with a local provider of supported accommodation in Surrey, to house the most at-risk people on release from prison, drastically reducing their potential to reoffend.
- Three Strategic Housing Specialists are in place to help improve prisoners' accommodation outcomes on release.
- Family Days facilitated in all prisons, utilising Family and Significant Others providers.

# 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, Kent, Surrey and Sussex will increase the proportion of sexual offence interventions completed by 21 percentage points from 49% in March 2023.



## We said we would:

- Maximise the use of current and emerging electronic monitoring tools, including building on our contribution to the acquisitive crime electronic monitoring pilot and the launch of the alcohol monitoring on licence tool from June 2022.
- Embed the offender management in custody model to ensure seamless throughcare for people in prison through to their release into the community on prison licence.
- Implement a sentence management model which supports closer working with children's services and development of Violence and Exploitation Units with the Youth Offending Service.
- Develop multi-agency public protection arrangements, multi-agency risk assessment conferences and serious organised crime practice to strengthen our management of our highest-risk cohorts.
- Develop a bespoke approach to manage category D prisoners' transition from closed to open conditions, and to support restricted release on temporary licence cases moving into the category D sites.
- Increase psychological consultancy with multi-disciplinary colleagues for relevant prison cohorts (e.g., imprisonment for public protection, offender personality disorder screen cases, counter-terrorism cases)
- Continue the advancement of offender personality disorder pathway provision in our approved premises and probation contact centres, in partnership with NHS forensic psychological services and key voluntary sector partners.

# Delivering the order of the court



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

- Made significant improvements to the Health and Safety framework for delivery of Unpaid Work projects.
- Increased capacity to deliver structured interventions to 200 participants during 2023/24.
- KSS prisons working actively with external partners to reduce County Lines activity.
- Offender management in custody fully embedded across all KSS Prisons.
- Psychology teams working closely with prisons to ensure prisoners requiring psychological support receive it at the right time in their sentence.
- Delivering additional management oversight of Indeterminate Sentenced Prisoners to improve sentence progression for this cohort of prisoners.



# Priorities for the next year

Kent, Surrey and Sussex are focused on building on the foundations laid over the past 12 months and getting the basics right across both Prisons and Probation to improve the overall performance within the region.

We will ensure KSS Prisons and Probation is a great place to work by recruiting exceptional people who work in roles critical to reducing reoffending. We will also develop those currently in post to better work with victims, deliver court-ordered custodial and rehabilitation services, and enhance collaboration with law enforcement agencies, local authorities and partner organisations in tackling reoffending throughout our communities.

# Opportunities for the next year

- Continue to recruit and develop our staff to support frontline delivery within Prisons and Probation and to work closely with the courts to deliver outcomes in accordance with HMIP findings.
- We will use our network of providers to re-educate, re-house, and re-socialise the probation cohort throughout KSS, reducing the risk of reoffending by re-integrating them back into society through employment, training and the reduction in substance misuse.
- Reduce reoffending through commissioning services appropriate to the needs of people within our region. Working with partner agencies to improve accommodation outcomes for people on probation via our CAS3 provision and alternative accommodation services. We will focus on critical public protection cases such as domestic abuse and safeguarding those at the highest levels of risk by close working with our Victim Services.
- Further increase engagement with Police and Crime Commissioners, Local Authorities and Healthcare commissioners to improve services available to those in prison and on probation. We will provide greater access to substance misuse treatment and improve employment and educational outcomes, all identified through enhanced levels of intelligence sharing with partner organisations.
- We will increase employment opportunities for prisoners, both in open prisons and on release, through engagement with employers and third sector organisations.



HM Prison &  
Probation Service