

From the UK

HMPPS REDUCING REOFFENDING PLAN PROBATION SERVICE EAST MIDLANDS 2021-2024

REGIONAL REOFFENDING PLANS

Amy Rees, Director General Probation and Wales

“I am really pleased to introduce Martin Davies and the Reducing Reoffending plan for the East Midlands Region.

“Working in partnership is at the very heart of our service and through collaborating with others, we have achieved many important successes in reducing reoffending, protecting the public and supporting vulnerable groups.

“This year is a particularly important one for us as we unify our probation system and implement our new Target Operating Model, to deliver excellent services. This provides us with the opportunity for us to harness and further develop our partnership approach on a regional basis by enabling our Regional Probation Directors to partner and commission services which meet the needs of their local communities and drive down reoffending across regions.

“This plan sets out the ambition for how we will work together to achieve this - a truly exciting opportunity for us all to make our communities safer.”

Dr Jo Farrar, CEO, HMPPS

“I am delighted to introduce our new Regional Reducing Reoffending Plans - Reducing Reoffending is an absolute priority for me.

“Working in partnership is a crucial principle to us driving this forward - we know that by working with others, we will achieve better outcomes for victims, for our communities and people who have offended. I look forward to seeing what we can achieve together in your region through the activities set out in this plan.”

Introduction

This plan is to help everyone in the Region understand the changes we are making to deliver our Reducing Reoffending vision.

“I’m delighted to have this opportunity to introduce the work of probation, prisons and how we will be working with our partners across the East Midlands to reduce reoffending, reduce the costs of crime within our communities and protect the public over the next three years. In accordance with the Prime Minister’s priorities, we will focus on accommodation, substance misuse and employment.

“Our region is incredibly diverse, encompassing four major cities, and large rural communities stretching from the Derbyshire Peak District to the Lincolnshire Fens. In order to meet the needs of these varied communities, and individuals, it is important to me that we tailor our delivery to ensure it is effective.

“This is an exciting time for HMPPS, both nationally and regionally, as we begin a period of unparalleled investment and organisational transformation. The East Midlands region will benefit from year on year investment between now and 2023 which will improve services and provide a more integrated approach to Sentence Management, delivery of Unpaid Work, Structured Interventions and Accredited Programmes. Commissioned Rehabilitative Services (CRS) will enable us to develop more flexible pathways, allowing for smaller charities and faith groups to provide a tailored service that meets the diverse needs of people on probation.

“The changes to our Operating Model will be transformative across the region. Bringing together staff from Community Rehabilitation Companies (CRCs) and National Probation Service (NPS) into a new, unified organisation with a common purpose will enable us to bring out the best practices from both - retaining innovation developed by our CRC colleagues including the trailblazing work engaging with people with Lived Experience of the Criminal Justice System; whilst building on the strong practice in Public Protection that was recognised in the NPS by Her Majesty’s Inspectorate of Probation. Our valued staff of 1,500 professionals will work with Victims, People on Probation and Partner Organisations every day to prevent victims and change lives.

“We will ensure stakeholder, community and the needs of people on probation drive the service that we provide and commission as we strive to become a trauma-informed organisation. Critical to achieving our goals are our relationships with partners - including volunteers and faith groups

- who work towards providing positive outcomes in rehabilitation, protecting the public and reducing reoffending. Our newly established Regional Reducing Reoffending Board will ensure that The Probation Service and our critical partners drive forward key priorities.

“This plan provides an overview of the way the East Midlands Region operates, and our strategic approach to reduce reoffending. I very much look forward to working with you”

Martin Davies
Regional Probation Director

THE NATIONAL CONTEXT

To beat crime, break the cycle of reoffending, and keep the public safe, HMPPS will seek to strengthen supervision of offenders, engage them in rehabilitative activity and improve the support they get to resettlement in the community.

Effective supervision and robust monitoring to manage risk and protect the public are essential to reducing reoffending. We will expand electronic monitoring and sobriety tags, as well as working with the police to focus on the prevention of neighbourhood crime.

People who leave prison with strong foundations in place to make a success of their lives are less likely to reoffend - a stable home, a steady job, and good health free from substance misuse.

Accommodation: Prison leavers without stable accommodation are almost 50 per cent more likely to break the law again. Providing offenders with safe, stable accommodation doesn't just reduce the likelihood they'll reoffend, it also makes it easier to protect the public through robust monitoring.

A new service for prison leavers at risk of homelessness was launched in July in five regions, providing temporary basic accommodation for up to 12 weeks. We are also creating 200 spaces in Approved Premises (APs) and delivering essential repairs and maintenance. APs provide a temporary base for offenders on release and allow staff to closely monitor and support them in the community, boosting public safety.

Employment and education: Employment plays a key role in cutting crime, providing people with the opportunity to gain independence and contribute to wider society. Prison leavers who get a job are up to nine percentage points less likely to reoffend.

A new Prisoner Education Service will seek to combine the best of education available outside prisons with meaningful work opportunities and bespoke careers guidance. Work Coaches will provide advice on employment and benefits and we will seek to ensure that people leave prison with the practical things they need to find and keep a job.

Substance misuse: Continuity of care as offenders move from prison to probation is crucial to ensure that they access the right treatment to get their lives on track.

An extra £80 million is being invested in drug treatment services to give more support to offenders with drink and drug addictions, which can fuel crime. This will increase the number of specialist staff and treatment places for prison leavers and offenders diverted into effective community sentences and reduce drug-related deaths.

Reducing reoffending is at the heart of the Probation Reform programme. Following the unification of the Probation Service in June, Regional Probation Directors have a leadership role in their area, working with partners and bringing together direct delivery of sentence management, unpaid work and interventions with significant regional commissioning budgets.

About us

- Circa. 1,500 employees
- Total population of 4.4 million in the region.
- 12 courts delivering a case load of over 20,000
- Currently 11 Prisons, rising to 13 in the region by 2023.
- Working in partnership with statutory, voluntary and third sector organisations to support people on probation who encounter these issues:

47% - Employment Issues

35% - Accommodation

27% - Substance Misuse

20% - Alcohol Misuse

Transforming through partnerships

Reducing Reoffending is one of five outcomes within the HMPPS Strategy. It sits alongside Public Protection; High quality sentence management; Diverse, valued and skilled workforce and is supported by having Decent and safe workplaces. One of the principles of how we drive all of the outcomes is 'Transforming through Partnerships'.

Strengthened partnerships across the East Midlands are vital to ensure that the stakeholders feel involved in supporting reducing reoffending - Police & Crime Commissioners, HM Courts, Prisons, Health Services, Local Authorities and the third sector.

The East Midlands has strong existing Criminal Justice Partnerships. The recently established Regional Reducing Reoffending Board brings together representatives from local Reducing Reoffending Boards in East & West Lincolnshire; Leicester, Leicestershire & Rutland; Nottingham and Nottinghamshire; Derby and Derbyshire to determine regional priorities for investment and make collaborative commissioning decisions, including those to direct the use of the increasing Regional Outcomes Innovation Fund (ROIF) monies. To support evidence-based decision making, we are developing a Reoffending Analysis Tool which will highlight our priority needs based on regional data. We will also use these meetings to strengthen working relationships and drive forward the Reducing Reoffending agenda.

We intend to use the insights of those with lived experience of the Criminal Justice System to support our partnership and strategic decision making, and one of our first priorities will be to set up a Lived Experience Panel to support this.

We will continue to improve the way that we engage in local partnerships through statutory mechanisms such as Integrated Offender Management (IOM), Community Safety Partnerships (CSPs), Multi-Agency Public Protection Arrangements (MAPPA), Multi-Agency Risk Assessment Conference (MARAC), Violence Reduction Unit (VRU) Domestic Abuse, and Substance Misuse partnerships. We will seek to maximise the £80 million investment to support interventions to address substance misuse. We will also work with partners to develop Homelessness Prevention Teams to address accommodation challenges faced by people on probation.

The East Midlands Region is developing the already established Personality Disorder pathway in conjunction with the NHS to provide community-based support and interventions.

Working with our partners

Partnership working within the East Midlands region is well established. We are actively engaged in a number of initiatives across the region, where partnership working is delivering real benefits. Some of the initiatives we are particularly proud of are summarised here:

LIVED EXPERIENCE

Transition and Hope is a brief intervention that has been developed by the Reducing Reoffending partnership, designed and delivered by Peer mentors who have been through the criminal justice system themselves. The session uses a strengths-based approach and the Peer Mentor's own stories to help engage and motivate people on probation right at the beginning of their order or licence. This work has been proven to really help break through barriers to engagement.

EAST & WEST LINCOLNSHIRE

Working in partnership, the Probation Service and NHS has developed an intervention for working with people on probation who have personality disorders. The NHS psychologist provides a clinical perspective that informs recommendations for engaging and working with this challenging group of individuals. Specialist Probation and NHS staff work jointly to ensure that staff have the support and skills to work effectively with this group of people with particularly complex needs.

LEICESTER

Probation services in Leicestershire and Rutland have a long history of working with New Dawn New Day, a partnership organisation with experience and knowledge of working with women on probation particularly those presenting with complex needs. The joint work has helped many women to turn their lives around.

DERBY

A partnership with Derby Homes and the YMCA to provide 12 units of supported move-on accommodation based above one of the current Probation offices in Derby City. Co-location provides a unique opportunity for joined up multi-agency working which supports effective rehabilitation.

NOTTINGHAM

A partnership with Framework to create a specialist housing navigator role to work with the most complex, high-risk people on probation to find and keep accommodation on release from custody and develop life skills. This will support rehabilitation of some of the most complex individuals who historically struggle to find accommodation.

There is a commitment nationally and locally through the East Midlands Criminal Justice Board to examine and address in partnership issues of disproportionality in the Criminal Justice System. We recognise the need to work in ways that accounts for difference in our communities and are committed to improving outcomes for people from Black, Asian and Minority Ethnic groups, Women and Young Adults.

Feedback from Magistrate's training events underlines how much the Judiciary in the East Midlands value having input from and the chance to ask questions of people who have experienced probation supervision. When we run training events for new Magistrates, we will ensure that each event provides the opportunity to hear about the difference that rehabilitative work can make to the lives of the people we work with. We will also work with our partners in HM Courts to see where we can offer additional opportunities for sentencers to meet with people on probation.

Over the last two years we have transformed the way that Prison and Probation staff work with people serving prison sentences. These new ways of working, known as Offender Management in Custody, will be in place in all 11 East Midlands prisons by the end of 2021. In 2021 and beyond we will strengthen the approach to working with those serving short sentences who are at higher risk of re-offending.

Our Service Offer:

Our vision is to be an organisation that delivers the best possible service to the public, enforcing the sentence of all courts and working together with partners, communities, and with those people on probation to change their lives through reform, rehabilitation, and reparation to help build safer communities.

Courts

Serving the courts to protect the public and reduce reoffending

Sentence Management

Working with other criminal justice partners to reduce crime and protect the public

Interventions

Ensuring interventions that reduce reoffending

Victims

Working with the victims of serious crime, to help them on their journey to recovery

Local prisons

Working in partnership to reduce crime with local prisons

ASSESS

1. COURTS

The Probation Service provides expert advice to the courts by providing pre-sentence reports (PSRs) to sentencers which advise on sentences that can be delivered safely in the community and where evidence shows they are most likely to reduce the likelihood of the individual reoffending. Maintaining excellent relationships with courts across our region through continued provision of high-quality PSRs is fundamental to retaining trust between our organisations and reducing reoffending.

Probation staff are responsible for the prosecution of people who do not comply with community orders and ensure that the court is involved in the decision-making if changes need to be made to the sentence of the court.

We work with Health and other Partnerships to identify defendants who are eligible for specialist support due to, for example mental health or substance misuse issues which contribute to their offending behavior.

Our aim over the next three years is to:

- Build and strengthen relationships with the Courts by ensuring consistent Sentencer Liaison in line with nationally agreed standards. As part of these meetings, we will share evidence of effective outcomes and build on confidence in community sentences.
- In line with the MoJ Women's Strategy we aim to support the reduction of prison sentences under 12 months for Women and promote the use of more effective community sentences.
- Increase the volume of PSRs being delivered to Courts from the current monthly average of 340 PSRs, ensuring sufficient information is provided about the case to support effective sentencing and providing credible recommendations including the use of alternatives to custody in appropriate cases.

By April 2022 we will:

- Work with Criminal Justice Partners, to promote recovery from system delays related to COVID-19.
- Continue to build confidence in the judicial system through consistency of approach between the courts and the Probation Service, especially following the transition to the unified service.
- Implement community sentence treatment pilots in designated courts.
- Implement the use of Alcohol Abstinence Monitoring Requirements (AAMR) which will provide a credible alternative to short sentences for offenders whose offending is related to alcohol misuse.
- Use data to improve efficiency by working in partnership with HM Courts. Examples include the introduction of the innovative pre-plea pilot.

PROTECT

2. SENTENCE MANAGEMENT

Sentence management is a critical probation function. It requires probation practitioners to be competent and specially trained to assess people on probation and to deliver clear sentence and risk management plans.

Key to the success of this work is the ability of our staff to engage the people we work with in their own rehabilitation, even when they struggle to see a life that does not involve re-offending.

To reduce the likelihood of reoffending, our staff work 1-2-1 with people on probation. They will identify those who will benefit from additional probation group work or referral to specialist services in the community, such as substance misuse or mental health services.

Our aim over the next three years is to:

- Provide enhanced training and new digital tools to assist Probation Practitioners in identifying the most effective interventions to reduce reoffending and manage risk.
- Implement consistent peer support across the East Midlands Region, to promote engagement and enable more people on probation to benefit from the experience of a mentor.
- Build on and strengthen the relationship with Youth Offender Teams to support young people as they move into adulthood
- Move to a model of blended supervision which combines remote and face to face work based on assessing the individual's risks and needs.
- Implement the learning from the experiences of the Homelessness Prevention Teams established during COVID-19. Our partnership working provided a step change in the provision of accommodation and support for people who were homeless on release from prison.

By April 2022 we will:

- Develop and implement a People on Probation Engagement Strategy for Sentence Delivery.
- Have established the use of Commissioned Rehabilitative Services.
- Strengthen the approach to working with those serving short prison sentences who are at higher risk of re-offending. We will initially adopt a pilot approach to ensure effective targeting and resourcing, and in the longer term will roll it out across the East Midlands Region.

CHANGE

3. INTERVENTIONS

The East Midlands Region delivers the full range of rehabilitative and resettlement interventions to support the specific needs of people on probation.

In house interventions include Unpaid Work, Accredited Programmes and other Structured Interventions which address Domestic Abuse; Attitudes, Thinking and Behaviour; and Emotional Management. Services such as Personal wellbeing, Women's services, Accommodation and ETE will be sourced through the Commissioned Rehabilitative Services Framework. Working with partners in the Regional Reducing Reoffending Board, we will commission more localised services based on need.

Access to good quality interventions is critical to effectively reducing reoffending. The geographical nature of the East Midlands means that we need to provide access to interventions across both urban and rural communities, which is key to how we organise our internal delivery and make decisions about commissioned services.

Our aim over the next three years is to:

- Effectively utilise Intervention Services and the Community Rehabilitation Services (CRS) in making interventions available and accessible to people on probation.
- Provide a consistency of service across the region, including rural areas and poor transport networks.
- Provide interventions that take account of the specific needs of groups of people on probation including Women, Black, Asian, Minority Ethnic and Young Adult groups.
- Introduce and embed the Peer Mentoring Scheme and build on the progress made to date.
- Identify opportunities to access other funding streams to complement services commissioned through the Community Rehabilitation Services.
- Work with Criminal Justice and other Partners involved in the management of Unpaid Work to promote recovery from COVID-19.

By April 2022 we will:

- Improve the visibility of Unpaid Work activities in the community and use the opportunity of an Unpaid Work sentence to improve education and training.
- Develop women's services to provide further support to women and their children, to mitigate traumatic impacts on children as we strive to become a trauma-informed region.
- Develop the Reoffending Analysis Tool to capture the intervention needs in the region and inform commissioning intentions.
- Provide training and support to staff on the Community Rehabilitation Services pathways to enable efficient access to interventions.
- Use digital tools to support the effective targeting of accredited programmes for court reports and planning licence conditions.

PROTECT

4. VICTIMS

Probation offers a Victim Contact Scheme (VCS) to victims of the most serious offences. This provides information on the sentence and the ability to provide for the victim's voice to be heard on key aspects of the sentence management, such as some licence conditions.

We will work with partners to understand and support people on probation who are also victims of crime, for example through exploitation or domestic violence.

Our aim over the next three years is to:

- Working collaboratively with partner agencies under Multi Agency Public Protection Arrangements (MAPPA) to ensure victims are protected.
- Enhance the capability of Victim Liaison Officers, to take a trauma-informed approach and signpost victims to appropriate support networks.
- Take over responsibility for liaising with victims of offenders who are made subject to an unrestricted Hospital Order (we already provide information to victims of patients made subject to a restricted Hospital Order).

By April 2022 we will:

- Continue to seek new ways for offering the VCS to victims in order to increase take-up of the service.
- Provide a standardised pack to victims, which provides the information they need to have confidence in the system as the sentence progresses This pack will be a joint document with partners to reflect all stages of the pathway.
- Maintain a focus on providing support to victims of more serious crime, while in line with national developments seek to increase availability for other victims of crime.
- Provide additional support to people on probation who are also a victim of crime.

CHANGE & PROTECT

5. THE PRISON SERVICE IN OUR REGION

The East Midlands has developed this plan in conjunction with our regional Prison Group Directors who manage 11 prisons, including a Women's Prison, HMP Foston Hall, with varying services within the region. Two further sites are due to open over the next three years, increasing our prison capacity.

The prison service is committed to building an environment that reflects a rehabilitative culture, helping prison leavers to re-integrate back into society on release and improving outcomes for victims.

Resettlement services assist with the transition to the community, liaising with partners, including Local Authorities, in order to reduce the likelihood of people leaving custody without settled accommodation.

Our aim over the next three years is to:

- Work towards embedding and improving established ways of working across the prison population, including the new prisons.
- Deliver more support to people on probation on release, providing effective handovers at this critical transition point of an individual's journey to access suitable accommodation, education, training or employment opportunities and access to relevant health services.

- Work with our partners to identify and provide a wider range of industry-standard prison-learned accreditations, as well as establishing employment hubs and working with the New Futures Network to help find prison leavers a job.
- Learn from the experience of Accelerator Prisons to achieve the Government's priority of ensuring more people on probation are in settled employment 6 months after release.
- Take opportunities to co-commission services with our partners that cater to the unique needs of every individual.

By April 2022 we will:

- Improve data collection about people on probation's needs, to inform and shape the development of Interventions and collaborative working.
- Work in partnership with our key partners to deliver effective support while in custody and provide better integration into communities post-release. This includes strengthening relationships with Local Authorities, DWP and health services.
- Review existing arrangements for current through the gate services and increase the number of Discharge Suites in prison.
- Learn from other areas of best practice and embed this within our wider sentence management and resettlement services.
- Embed the use of Virtual Visits and expand services to aid court recovery.
- Continue to contribute large numbers of Accredited Offending Behaviour Programmes.

GLOSSARY

AAMR	Alcohol Abstinence Monitoring Requirements
CRC	Community Rehabilitation Company
CRS	Commissioned Rehabilitative Services
CSP	Community Safety Partnership
CSTR	Community Sentence Treatment Requirement
DWP	Department for Work & Pensions

ETE	Education, Training & Employment
HMPPS	Her Majesty's Prisons and Probation Service;
IOM	Integrated Offender Management; https://www.gov.uk/guidance/integrated-offender-management-iom
L&D	Liaison & Diversion
MAPPa	Multi-Agency Public Protection Arrangements; https://mappa.justice.gov.uk/connect.ti/MAPPa/groupHome
MARAC	Multi-Agency Risk Assessment Conference
MOJ	Ministry of Justice
NHS	National Health Service
NPS	National Probation Service
OMIC	Offender Management in Custody; https://www.gov.uk/government/publications/manage-the-custodial-sentence
PCC	Police and Crime Commissioner
PDU	Probation Delivery Unit
PSR	Pre-Sentence Report
ROIF	Regional Outcomes Innovation Fund
VCS	Victim Contact Service
VRU	Violence Reduction Unit

