



HM Prison &
Probation Service

Greater Manchester

Reducing Reoffending Plan
2022-25

Annual
Update
2023



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Foreword

We are very pleased to report further progress in our work to reduce reoffending in Greater Manchester. Since initial publication of our Regional Reducing Reoffending Plan, we have progressed the sign-off of a new Memorandum of Understanding with Manchester Combined Authority, which endorses our jointly designed and funded rehabilitative services. We are pleased to see collaboration between local service providers in Probation teams and high usage of services. Together we are building excellent relationships, especially in delivering peer mentoring, employment and substance misuse services.

Our work is not static, and at the time of writing, Welfare hubs are being developed to focus on health and provide opportunities to join up with other rehabilitation activity to provide a more comprehensive offer. The Community Accommodation Service Tier 3, which provides temporary accommodation to those released from prison at risk of homelessness, continues to be worthy of mention. Regional successes indicate the stabilisation of complex offenders who would most likely be homeless as a result, with increased risk to others and themselves. The overall approach in Greater Manchester with HM Prison and Probation Service (HMPPS) and the Combined Authority in tandem was commended in recent inspections and provides a sound base from which to build and innovate into the future.

Last year we launched our three-year plan detailing how we will work with our partners to reduce reoffending across the region. This updated plan continues to concentrate on those issues that we know help people lead law-abiding lives – having stable accommodation, a job on release, access to health care and substance misuse treatment and a supportive connection with family and community.

Chris Edwards, Regional Probation Director and
Tim Allen and Paul Holland, Prison Group Directors

“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, Greater Manchester will continue to maintain the proportion employed six weeks after release at 21% in March 2023.
- By April 2024, Greater Manchester will continue to maintain the proportion employed six months after release at 44% in March 2023.



We said we would:

- Create more education, training and employment opportunities open to people in prison and on probation.
- Increase the pathways into education, training and employment through providing dedicated support to people in prison and on probation.
- Commission services that focus on gaining employment, providing information on the job market and support with interview techniques, applications, CVs, interview clothes, self-employment and more.
- Utilise prison employment leads, ID and banking personnel to provide strategic guidance and support for governors and prison leavers, with 100% obtaining ID and bank accounts following release from custody.
- Increase employment opportunities in Greater Manchester via the Going Forward into Employment scheme.
- Develop unpaid work projects that provide opportunities for people on probation to learn new skills and enhance chances of gaining employment.

Training, skills and work progress



What we have done so far – Outcome Progress:

- We have employed Prison Employment Leads in prisons and work closely with New Futures Network to develop our employment offer. We also have two Employment Advisory Boards.
- We have commenced recruitment with the Going Forward Into Employment scheme.
- We continue to develop offers and innovation in the Unpaid Work space. We have implemented new opportunities to develop skills whilst giving back to the community.
- We have implemented the Greater Manchester Employment Training Education strategy and have robust governance arrangements in place to support delivery.
- We work in collaboration with local Employment, Training and Education providers to ensure we are accessing provision for people on Probation.

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:

- Identify substance misuse needs at the assessment stage through pre-sentence reports and risk assessments in the community and custody.
- Continue to improve the familiarity and understanding of the different roles within the partnership, to encourage even greater collaboration through examples of innovation and commissioning.
- Establish and embed the co-location of treatment provider staff in all Probation Delivery Unit offices.
- Share best practice to meet the needs of those on probation or in prison, and develop training and awareness-raising activity to improve the skill set of staff.
- Increase the volume of alcohol treatment requirements and drug rehabilitation requirements.
- Develop links between the needs of this cohort and other reducing reoffending initiatives.

Drugs and alcohol addiction progress



What we have done so far – Outcome Progress:

- We have embedded drug and alcohol audit assessment tools in all courts. As a result, we have seen improvements in volumes of Drug Rehabilitation Requirements and Alcohol Treatment Requirements for 2022/23.
- We have co-commissioned with Greater Manchester Combined Authority, with the support of Local Authority commissioners, Dependency and recovery services for those on Probation.
- We hold internal and external learning forums with all probation managers and commissioned providers to draw on the learnings of each quarter.
- We have supported the implementation of the Combating Drug Strategy and have contributed considerably to the Greater Manchester Combatting Drug Partnership plan.
- Since 1 February 2023, we have successfully implemented in-house Drug Testing for Drug Rehabilitation Requirements across the region.

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, Greater Manchester will continue to maintain the proportion housed on the night after release at 91%.
- By April 2024, Greater Manchester will increase the proportion in settled accommodation three months after leaving prison by 4 percentage points from 76% in March 2023.



We said we would:

- Build a commissioning landscape that connects whole-system approaches for people in prison or on probation, and ensure they build meaningful networks to support the transition into the community, reducing reoffending and harm.
- Build on existing engagement with the Voluntary, Community and Social Enterprise (VCSE) sector to develop existing governance arrangements, to include VCSE and lived experience voices.
- Develop best practice and lessons learned forums across the partnership.
- Build family and concerned others' services that support effective safeguarding, connect safely, provide mediation and other individualised support, and maintain family/concerned other networks.
- Fully implement national and local reducing reoffending and harm strategies, such as integrated offender management, gender-based violence, young adults, women, and serious violence and more.
- Continue to build the Greater Manchester Prisons governance structure, learning from the successes of the prison senior leadership forum.

Family, accommodation and readjustment to society progress



What we have done so far – Outcome Progress:

- We have co-commissioned a range of accommodation services for people on probation to gain stable and settled accommodation.
- We have embedded our regional Engaging People on Probation Strategy and co-commissioned a lived experience organisation to support our commissioning activity.
- We have implemented a new prison governance board (Resettlement Executive Forum), which brings wider partners into the custodial governance arrangements and builds on lessons learnt.
- Considering reducing reoffending and harm strategies we have developed robust relationships with local safeguarding services to ensure we have timely information and assessment to support risk management. We have developed a welfare programme across all Greater Manchester Local Authority Boroughs. There are 10 community-based hubs in each locality providing a range of support offers and interventions, including Family and concerned other services. HMP Hindley have also commissioned a family support service.

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, Greater Manchester will continue to maintain the proportion of sexual offence interventions completed at 81%.



We said we would:

- Develop a continuous training programme for staff in the community and custodial setting that links to quality standards and HM Inspectorate of Probation plans.
- Implement regional duties in line with the Serious Violence Duty expected in 2023, engaging with the serious violence activity and strategies.
- Implement learning from the Tameside Court Excellence Project across all GM courts.
- Implement learning from the prison young adult project, and build the findings into day-to-day practice as standard.
- Implement the GM victim programme, embed robust support for victims of crime and provide support offers for those on probation and in prison who have been victims themselves, in a bid to break the cycle and reduce reoffending.
- Recruit a diverse workforce across GM probation and prisons to enable improved skills and equality across the staff group.

Delivering the order of the court



What we have done so far – Outcome Progress:

- We have embedded the Serious Violence Duty and have been assessed as ‘mature’ in our development and implementation of the Serious Violence Duty strategy by Crest Advisory.
- We are progressing the Greater Manchester victim programme, utilising the Victim Strategy and the implementation of a Perpetrator Framework.
- We are benchmarking our approach using census data at a Local Authority level to map across to our staffing cohort.
- We are embedding the learning from the Young Adult Project across the region to be considered across prison and community practices.
- We have removed COVID backlogs across our Accredited Programme provision.
- We have implemented phase two of our Regional Quality Improvement strategy, taking into account learnings, recent projects, HMIP reports and quality activity.

Priorities for the next year

Considering the future, we look ahead to realising the benefits of OneHMPPS; the closer working and continuity between custody and community, a single voice across partnerships, and a sharpened focus on making decisions which support front line delivery. In line with this, Probation in Greater Manchester will start to see higher numbers of new Probation Officers coming into post in the latter half of 2023 following an unprecedented investment in training.

The newly appointed Heads of Education, Skills and Work will drive up the quality of education provision and improvement in the breadth and range of training, skills and employment opportunities. They will assist Prison Employment Leads, who have worked with the New Futures Network and employers, to create real job opportunities for those leaving prison.

Making HMPPS a great place to work is one of our key priorities for our workforce and caring for each other is a crucial part of how we do this.

We look forward to the consolidation of resources accelerating our ability to reduce reoffending. We will work with local partners through the 'Tackling Health Inequalities in the Justice System' to better integrate health and wellbeing services into the overall programme of work, for example Liaison and Diversion and ReConnect.

Over the coming year we will focus on implementing the Serious Violence Duty in partnership with the community safety partnerships.

Opportunities for the next year

- We will explore co-commissioning opportunities to reduce reoffending and harm through adopting a needs-led approach to services and provide value for money.
- Implementing revised policy and practice to support prison populations. This includes Home Detention Curfew opportunities and ensuring we have co-commissioned services that support resettlement pathways through the prison gate, whilst providing effective risk management and rehabilitation for those leaving custody.
- Learning from HMIP and quality improvement activity to improve practice across all sentence management work. We will draw on the support of our partners to achieve excellence in our delivery. Whole system change through the development of the Greater Manchester Perpetrator Framework will provide solution focused approaches to reducing crime, harm and victims.
- Engaging partners to improve our health services and outcomes for those in prison and on probation, whilst building innovation into sustainable solutions.



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