

Integrated Offender Management Update

1. Introduction

- 1.1 Since 2006 the Reducing Re-Offending Agenda has evolved and led to further developments in local partnerships. During 2009 Stockton has developed an Integrated Offender Management (IOM) structure that provides a single coherent structure for the management of repeat offenders. IOM is an overarching framework for bringing together agencies in local areas to prioritise interventions with offenders who cause crime in their community.
- 1.2 Section 108 of the Policing and Crime Act 2009 came into effect on 1st April 2010. This legislation placed a duty on local Community Safety Partnerships to formulate and implement a strategy to reduce reoffending by adult and young offenders. This IOM strategy supports the Community Safety Partnership by addressing the offending of prolific adult offenders.
- 1.3 Partnership working to reduce reoffending is based on a shared analysis of need and a clear evidence base, building on existing work, including:-
- Prolific and other Priority Offender (PPO schemes)
 - Drug Interventions Programmes (DIP)
 - Integrated Offender management (IOM)
- 1.4 The IOM approach of coordinated, multi-agency management of offenders and the targeting of priority groups builds on and expands the approach to PPOs. PPO schemes provide for the most intensive management for the most damaging or prolific offenders (but only while the risk of reoffending remains critical). An IOM approach also encapsulates the need for an enhanced service level for another cohort of offenders – the High Crime Causing Offenders – as well as the general need for effective partnership working for other offenders too.
- 1.5 The Drug Intervention Programme provides intensive and wraparound support to drug misusing offenders, challenging their behaviour at every stage in order to reduce crime. This regular challenge is consistent with the key features of IOM.
- 1.6 Reflecting the pyramid concept, the IOM approach has the mechanism to move offenders between the different levels of service (and intensity of management). Critically, this allows progressions when they have desisted from offending or their risks have reduced, or enables closer management and greater intervention when there is evidence of deterioration or increased risks. The concept of different service levels does not imply rigidity in the approach; on the contrary, it is important that the mechanisms to move offenders between service levels are dynamic, and able to respond swiftly to the presenting circumstances.

2. What is Integrated Offender Management?

- 2.1 Integrated Offender Management is an overarching framework that brings together the range of agencies involved in the management of repeat offenders in the community. It emphasises integrated partnership working for all offenders, and the targeting of those offenders of most concern. IOM therefore entails identifying and gripping those relatively small numbers of repeat offenders who disproportionately cause harm to our communities.

2.2 The concept of 'High Crime Causing Offenders' has been developed in the North East to describe those offenders who, whilst they may be reoffending frequently and be responsible for much crime, do not meet Prolific and other Priority Offender (PPO) criteria.

2.3 IOM aims to reduce crime by reducing reoffending, thus reducing the human and financial costs associated with continued offending. This is reflected in the ambition of IOM to align and coordinate services at the micro-level of individual case management, but also to do so more broadly through co-commissioning at local, sub-regional and regional levels.

2.4 IOM recognises that:

- there are often multiple factors driving the offending behaviour of prolific offenders, and that tackling these issues requires a coordinated, multi-modal and multi-agency response;
- different agencies are already involved in the lives of these offenders (and their families), at different times and at the same time, for different purposes; coordinating these engagements, integrating the management of key individuals across agencies, will be more effective than the agencies working in isolation or merely referring people between themselves;
- Effective partnership working on the ground is about the local partners developing and delivering their own arrangements, tailored to tackle the local issues.

2.5 IOM may entail additional resources being targeted at a priority group of offenders, but it may also be about doing things differently, for example, different prioritisation and better integration of existing activity and services to achieve improved outcome

3. Key features of IOM

3.1 Targeting the right offenders

3.2 Building on the experience of PPO schemes, IOM has involved the selection of a further, locally defined cohort of offenders to be targeted for more intensive management than is usually the case, i.e. an enhanced level of service. Local partners have agreed a set of selection criteria and a method.

3.3 The key criteria are around risk of harm and reoffending, irrespective of position in the criminal justice system, particularly whether or not they are under statutory probation supervision. Some examples of offenders who have been prioritised for the enhanced service level are:

- those released from short-term prison sentences;
- young people transferring from Youth Offending Team to adult supervision;
- those being deselected from PPO schemes;
- Drug-misusing offenders managed through DIP and on community sentences with a Drug Rehabilitation Requirement who require additional support to hold them in compliance.

3.4 Essentially, from the perspectives of the community and of the different agencies, the small numbers of offenders who are causing the most harm to communities have been targeted.

3.5 Facing the consequences of non-compliance

3.6 IOM entails a dual support and/or enforcement approach. Offenders are being offered opportunities and assistance to address the issues underlying their offending, as well as interventions to disrupt their criminal lifestyle. If the help available is not taken up or offenders otherwise fail to comply, then breach procedures are instigated (where applicable), and the police may take other appropriate enforcement action.

3.7 Police involvement in IOM, often through links to Neighbourhood Policing, is a valuable contribution to efforts to reduce reoffending. Equally multi-agency working can also contribute to the police's enforcement role within IOM approaches

3.8 Multi-agency management

3.9 The focus is on the offenders, not the offences. The targeted offenders are subject to proactive case management that coordinates the actions of the various agencies involved.

3.10 The core agencies at the heart of IOM are the police (currently two seconded officers), probation (currently five seconded probation staff and outreach worker), Council (representatives from housing, community safety team), prisons (dedicated prison officer from the 13th September 2010), health (DAAT and CRI secondees), employment, benefits and housing services; they include voluntary and community sector as well as statutory agencies.

3.11 The interventions of the different agencies with the individual are aimed at addressing in a structured and tailored way the specific issues that are driving his/her offending behaviour. IOM involves using the resources, intelligence and advice of all partners.

3.12 There is a single lead professional in the management of the offender, overseeing the management plan. This lead person is the Probation Service's Offender Manager

3.13 The operational management of the scheme is delivered by a manager from the Probation service under the governance of the Safer Stockton Partnership in line with its new statutory responsibilities.

4. Strategy

4.1 The overarching strategy is therefore to:-

- To reduce crime by identifying, targeting and effectively manage those individuals who have been designated as High Crime Causers within the Borough. (This encompasses those on the PPO scheme, the Drug Intervention programme, Drug rehabilitation programme and High Crime Causers)

- To support and assist adult drug misusing offenders out of crime and into treatment

5. Governance

5.1 The IOM will be managed by the Integrated Offender Management Strategy Group.

The primary purpose of the group is therefore to provide strategic direction in order to deliver the Strategy as identified above. This group will report to the Safer Stockton Partnership on progress and development including performance and outcomes.

6. Evaluation

6.1 IOM approaches should provide for ongoing monitoring of outcomes and evaluation of effectiveness.

J. Evans