

INTEGRATED OFFENDER MANAGEMENT – Self Assessment Tool

This Self Assessment Tool has been produced alongside the Key Principles as a practical tool for local areas to assess the development and delivery of their local IOM arrangements. This tool is for partnerships to work through, to help provide an understanding of the strengths of local arrangements and areas for further development. IOM is a strategic framework under which all offenders in the local area including adult and young offenders, male and female offenders, statutory and non-statutory offenders are in scope. Therefore areas are encouraged to engage a wide range of partners in the self assessment process to ensure an agreed vision and a joint practical response

PRINCIPLE 1 All partners tackling offenders together

- 1.1. All relevant agencies fully committed and signed up to delivering the IOM approach
- 1.2. Agreed strategic vision, and effectively supported operational delivery
- 1.3. Agreed local governance structure with clear lines of local accountability
- 1.4. Strong leadership is demonstrated at all levels

PRINCIPLE 2 Delivering a local response to local problems

- 2.1. Crime and offending in the local area is mapped and strategic analysis developed to inform local arrangements strategically and operationally to ensure that targeted offenders do not fall through the gaps between existing programmes and approaches
- 2.2. A service profile been conducted in order to align existing resources to ensure the most efficient and effective approach to offender management

PRINCIPLE 3 Offenders facing their responsibility or facing the consequences

- 3.1. Arrangements are in place to ensure that offenders managed under IOM arrangements prioritised for timely and appropriate interventions to reduce their offending
- 3.2. Offenders are provided with timely information that clarifies the expectations of them and the potential consequences if they do not engage with the interventions

PRINCIPLE 4 Making better use of existing (and proven) programmes and governance

- 4.1. Partnership agreement to the systems, programmes and approaches to be included under local IOM arrangement
- 4.2. Alignment of IOM and wider strategies to increase efficiency and effective delivery of mutually dependent outcomes
- 4.3. Processes in place to manage effectively the transition of the most at risk of re-offending young offenders from youth to adult services and interventions

PRINCIPLE 5 All offenders at high risk of causing serious harm and/or re-offending are ‘in scope’

- 5.1. IOM arrangements include a flexible and robust system that enables partners to review priority groups which inform operational practices, to provide the most appropriate level of support or control

PRINCIPLE 1 All partners tackling offenders together - local partners agree the means to share all relevant information on an offender with each other and ensure that there is a process to clearly assign responsibility for managing an identified offender. At the same time they make sure that all agencies continue to participate and they provide the offender, as far as possible, with a single lead professional. Local partners encourage the development of the multi-agency problem-solving approach by focussing on offenders, not offences.

1.1. All the relevant agencies fully committed and signed up to delivering the IOM approach

Criteria	<i>Evidence/Gaps</i>		
<ul style="list-style-type: none"> ➤ All partner agencies, from statutory, non-statutory and voluntary and community sector agencies are fully committed to the local IOM approach and contributing to strategic development as well as operational delivery. 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

1.2 Agreed strategic vision and effectively supported operational delivery

Criteria	<i>Evidence/Gaps</i>		
<ul style="list-style-type: none"> ➤ All partner agencies have a common understanding of what the IOM approach means in their local area and are clear on the strategic vision. ➤ There is a clear understanding of how the vision is translated into practical delivery with strategically adopted and agreed; <ul style="list-style-type: none"> ○ Governance arrangements ○ Resources supported through joint commissioning arrangements ○ Information Sharing Systems ○ Success Criteria ○ Monitoring Systems and Evaluation cycles ○ Workforce development arrangements. ➤ A strategic framework for impact assessment agreed looking at <ul style="list-style-type: none"> ○ Crime and re-offending ○ Communities ○ Victims ○ Offenders. ➤ All partners/individuals at both strategic and operational levels are informed of the local vision. ➤ A communication strategy is in place responding to the public expectations on reducing re-offending and related crime and community safety issues. 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

PRINCIPLE 1 All partners tackling offenders together continued

1.3. Agreed local governance structure with clear lines of local accountability

Criteria	Evidence/Gaps		
<ul style="list-style-type: none"> ➤ Governance arrangements take into account the crime priorities and offenders. ➤ All partners, at both strategic and operational levels, have a clear understanding of the local governance structure and lines of accountability. ➤ The roles of key stakeholders are considered and reflected in the governance structure. ➤ Strong evidence of leadership and strategic alignment at different levels of partnership and across offender management approaches under IOM (i.e. PPO, DIP, Young People, Violent Crime, family portfolios etc). 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

1.4. Strong leadership is demonstrated at all levels

Criteria	Evidence/Gaps		
<ul style="list-style-type: none"> ➤ Strong evidence of leadership within the arrangements, applying system thinking to the local arrangements. ➤ Lead roles have been identified in all the partner agencies and all are aware of these both at strategic and operational levels. ➤ Lead roles are providing a consistent approach and culture. ➤ Lead roles are strategically and operationally connected to other relevant partnerships/operational structures. 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

PRINCIPLE 2 Delivering a local response to local problems – all relevant local partners from the public, private and voluntary sectors are involved in planning, decision-making and funding choices. They jointly discuss and agree the offender groups that local agencies want to target and prioritise and ensure that existing local methods of engaging with communities are used.

2.1. Crime and offending in the local area is mapped and strategic analysis developed to inform local arrangements, strategically and operationally, to ensure that targeted offenders do not fall through the gaps between existing programmes and approaches

Criteria	<i>Evidence/Gaps</i>		
<ul style="list-style-type: none"> ➤ All offenders are in scope and the local arrangements are flexible and responsive to changing area profiles. ➤ Local analysis is used to identify local priorities relating to crime, community safety and reoffending. ➤ A thorough analysis of the offender population, their offending behaviours and criminogenic needs used to identify and inform the priority offender groups under IOM arrangements. ➤ Partners understand the factors that increase the risks of re-offending. 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

2.2. A service profile been conducted in order to align existing resources to ensure the most efficient and effective approach to offender management

Criteria	<i>Evidence/Gaps</i>		
<ul style="list-style-type: none"> ➤ Local partnership agencies and service providers and resources for offender managements are mapped to ensure that they are being used effectively and efficiently to manage priority offender groups under the IOM approach. ➤ Partner agencies are clear of the resource available. ➤ Joint commissioning arrangements are in place responding to local priorities and need. ➤ A gap analysis has been conducted to identify where resources do not match need. 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

PRINCIPLE 3 Offenders facing their responsibility or facing the consequences – local partners provide offenders with a clear understanding of what is expected of them and balance efforts to motivate offenders to change with the appropriate intensity of punishment and intervention necessary to disrupt their criminal lifestyles.

3.1. Arrangements are in place to ensure that offenders managed under IOM arrangements prioritised for timely and appropriate interventions to reduce their offending

Criteria	<i>Evidence/Gaps</i>		
<ul style="list-style-type: none"> ➤ Timely joint needs assessments carried out to identify the most appropriate interventions and shared with partner agencies to ensure consistency of support. ➤ Arrangements ensure there are effective links between prison and community services prioritising offender managed under IOM arrangements sharing information regarding engagement in interventions timely. ➤ Arrangements are reviewed regularly to ensure that they are effective and appropriate. ➤ A lead agency most appropriate to the offender’s need agreed immediately and kept under review. ➤ Partner agencies are clear about the responsibilities of the each pathway agency. ➤ Partner agencies share information about an offender in line with information sharing protocols. ➤ 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

3.2. Offenders are provided with timely information that clarifies the expectations of them and the potential consequences if they do not engage with the interventions

Criteria	<i>Evidence/Gaps</i>		
<ul style="list-style-type: none"> • Offenders are fully aware of terms of engagement including their responsibilities in engaging with services and interventions. • Offenders are encouraged to be involved in discussions regarding what interventions might be most appropriate. • Offenders are provided with information on what interventions are available to them and their intended impact. ➤ Offenders are informed that information that they provide may be shared with partner agencies. 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

PRINCIPLE 4 Making better use of existing (and proven) programmes and governance – this involves gaining further benefits from programmes such as PPO and DIP to increase the benefits for communities, as well as taking advantage of the developing roles of bodies such as CSPs in reducing re-offending.

4.1. Partnership agreement to the systems, programmes and approaches to be included under local IOM arrangements

Criteria	<i>Evidence/Gaps</i>		
<ul style="list-style-type: none"> ➤ Locally agreed priorities are included in the IOM arrangement (such as, anti-social behaviour, alcohol, domestic violence, violent crime, drug related offending and serious acquisitive crime etc). ➤ Existing programmes, including PPO and DIP, are fully embedded in the IOM approach and operational systems are aligned, including: <ul style="list-style-type: none"> ○ Identification ○ Needs assessment ○ Case management. ➤ Exit strategies are in place for those offenders whose risk of re-offending has significantly reduced. ➤ Effectiveness of the alignment is regularly monitored and reviewed. ➤ Safeguarding processes for adults and children as well as family interventions are aligned with the arrangements. 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

4.2. Alignment of IOM and wider strategies to increase efficiency and effective delivery of mutually dependent outcomes

Criteria	<i>Evidence/Gaps</i>		
<ul style="list-style-type: none"> ➤ Key stakeholders understand how the PPO approach impacts on wider offender management strategies and partnership priorities (including non crime reduction priorities and non criminal justice agencies). ➤ Clear understanding of, and link to, how other partnership priorities can have an impact on the IOM approach. 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

PRINCIPLE 4 Making better use of existing (and proven) programmes and governance – continued

4.3. Processes in place to manage effectively the transition of the most at risk of re-offending young offenders from youth to adult services and interventions

Criteria	<i>Evidence/Gaps</i>		
<ul style="list-style-type: none">➤ Local arrangements are in place regarding the transition of young offenders into the adult offender management within IOM arrangements, including the PPO approach.➤ Effectiveness of these arrangements monitored and the necessary improvements carried out by the partnership.			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>

PRINCIPLE 5 All offenders at high risk of causing serious harm and/or re-offending are ‘in scope’ – intensity of management relates directly to severity of risk, irrespective of position within the criminal justice system or whether statutory or non-statutory. IOM is about bringing together existing arrangements.

5.1. IOM arrangements include a flexible and robust system that enables partners to review priority groups which inform operational practices, to provide the most appropriate level of support or control

Criteria	<i>Evidence/Gaps</i>		
<ul style="list-style-type: none"> ➤ Multi-agency processes are in place to review priority groups as described in 2.1. ➤ Operational delivery systems take into account the risk of re-offending posed by offenders. ➤ There is a level of flexibility within the IOM arrangements to allow offenders to move onto, or from, particular interventions when appropriate – allowing interventions to focus on the most ‘at risk’ offenders, including those managed under MAPPA. ➤ The particular needs of young people, women and non statutory offenders and those with mental health needs are addressed appropriately. 			
Self Assessment	<i>Red</i>	<i>Amber</i>	<i>Green</i>