



Home Office



Ministry
of Justice

Integrated Offender Management

Key Principles

February 2015

Introduction

Integrated Offender Management brings a cross-agency response to the crime and reoffending threats faced by local communities by managing the most persistent and problematic offenders identified jointly by partner agencies working together. Integrated Offender Management helps to improve the quality of life in communities by reducing the negative impact of crime and reoffending, reducing the number of people who become victims of crime, and helping to improve the public's confidence in the criminal justice system.

The Key Principles are intended to reflect the essence of Integrated Offender Management. Local models will vary to reflect local circumstances and priorities, but the common elements are:

...all partners manage offenders together.....

- a broad partnership base for IOM, with co-located teams wherever possible, helps to ensure that the local approach is underpinned by comprehensive evidence and intelligence and that a wide range of rehabilitative interventions are available to support offenders' pathways out of crime;

... to deliver a local response to local problems.....

- the local IOM model reflects local circumstances and priorities, responding to the crime and reoffending risks faced by the local community;

... with all offenders potentially in scope.....

- IOM brings a wider partnership approach to the management of offenders identified as being of most concern locally, whether subject to statutory supervision by the National Probation Service or Community Rehabilitation Company, or managed on a voluntary basis where not subject to these formal arrangements;

... facing up to their responsibility or facing the consequences.....

- the IOM carrot and stick approach brings a multi-agency partnership offer of rehabilitative support for those who engage, with the promise of swift justice for those who continue to offend;

...with best use made of existing programmes and governance arrangements.....

- IOM provides a 'strategic umbrella' that ensures coherence in the response to local crime and reoffending threats, providing a clear framework to make best use of local resources in tackling the most persistent or problematic offenders, identified by local agencies working collaboratively together;

...to achieve long-term desistance from crime.....

- IOM ensures that offenders of concern remain on the radar of local agencies, even if not subject to statutory supervision, or where a period of statutory supervision has come to an end, with the opportunity to provide sequenced rehabilitative interventions to provide the individual with pathways out of crime.

The following chapters provide more detail under each of the Key Principle headings. Further detail is provided in the paper 'Integrated Offender Management Key Principles – supplementary information' available on www.gov.uk.

Principle 1: All Partners Manage Offenders Together

Local Integrated Offender Management arrangements focus on cutting crime and reducing reoffending and victimisation.

Local partners:

- work collaboratively together to ensure a common understanding of the crime and reoffending threats facing the local community, to inform the priorities to be addressed through local Integrated Offender Management arrangements;
- agree the means to share relevant information and intelligence as a basis for multi-agency problem-solving, focused on the offender rather than the offence; and
- ensure that there is a process to assign responsibility for managing prioritised offenders, wherever possible utilising a single lead professional approach.

Key delivery elements:

- 1.1 All relevant agencies are fully committed and signed up to deliver IOM.
- 1.2 There is effective engagement with, and involvement of, the private, voluntary and social enterprise sectors.
- 1.3 All partner agencies agree the overarching vision for IOM, addressing leadership, accountability and governance issues.
- 1.4 Partners have a shared understanding of what success looks like in the local context, taking account of the different objectives of participating agencies, and appropriate success measures are in place.

- 1.5 All participating agencies have a clear understanding of their respective roles and responsibilities at both strategic and operational levels.
- 1.6 All necessary information sharing agreements, protocols and processes are in place to ensure swift and appropriate real time sharing of information and intelligence.

Principle 2: Delivering a local response to local problems

Local partners jointly discuss and agree the offender groups to be targeted and prioritised, and how the available resources will be utilised to manage offenders and reduce the risk of further crime and reoffending. This to be informed by:

- a local crime and offending risk assessment, drawing on all relevant evidence and shared intelligence;
- the priorities of the relevant Police and Crime Commissioner, or the Mayor's Office for Policing and Crime in London;
- the priorities of all participating agencies;
- the views and priorities of the local community;
- the needs of the victims; and
- others with an interest.

Key delivery elements:

- 2.1 Partners share information and intelligence to draw together a local profile of crime and reoffending threats to inform the local approach.
- 2.2 The focus reflects local priorities, including those of the local Community Safety Partnership.
- 2.3 Police and Crime Commissioners and other key local leaders are involved in setting the IOM agenda.
- 2.4 Local arrangements ensure that the approach is relevant to the local community, with appropriate communication channels in place.
- 2.5 IOM arrangements take account of potential cross-border crime and offending issues.

Principle 3: All offenders potentially in scope

Local partners ensure that there is a coherent framework in place so that no offender of concern falls through the gaps between existing programmes and approaches. The intensity of management related directly to the severity of risk posed by the individual.

Where appropriate, IOM arrangements provide additional support to or management of prioritised offenders who are subject to statutory supervision by the National Probation Service or Community Rehabilitation Company.

Key delivery elements:

- 3.1 All partner agencies are signed up to the IOM approach as a means of bringing greater coherence to local arrangements, without overlap or duplication.
- 3.2 IOM partners keep the focus of the local approach under review, to maximise opportunities for extending the benefits of the IOM approach to a range of different offender cohorts, taking account of local crime and reducing reoffending priorities
- 3.3 IOM arrangements do not duplicate existing arrangements for managing offenders on licence or serving community sentences. It provides a mechanism for reviewing how comprehensive local arrangements are in keeping a focus on all offenders who pose significant risk, whether or not subject to formal or statutory supervision arrangements. This helps to ensure that individuals remain on the radar while they continue to pose significant crime or reoffending risks, with appropriate management or rehabilitative interventions in place to reduce that risk.

Principle 4: Offenders face up to their responsibility or face the consequences

Local partners work together to ensure that the right interventions are in place to support the rehabilitation of offenders, whether in collaboration with the National Probation Service, the relevant Community Rehabilitation Company, or outside of these formal, statutory arrangements.

The 'offer' to the offender to be set against a robust and responsive enforcement regime to ensure that those who do not engage and continue to offend face the appropriate criminal justice consequences.

Key delivery elements:

- 4.1 IOM partners work together to ensure that prioritised offenders have access to timely and appropriate interventions that meet their identified needs, that contribute to their rehabilitation and reduce the risk of reoffending.
- 4.2 Where appropriate, a lead professional, whether from the National Probation Service, a Community Rehabilitation Company, the police or other agency (including the voluntary sector) is identified to work with the individual.
- 4.3 Information given to managed offenders about what is available to them should be provided in an appropriate format, at the most appropriate time. The use of local branding can help to ensure that the language used is consistent with the rehabilitative aims of the approach.

- 4.4 Partners work together to ensure that there is certainty about the consequences for the individual of failing to engage or comply, to bring the 'carrot and stick' elements of IOM to life.
- 4.5 The IOM partnership ensures full engagement with local voluntary sector agencies to secure their support in providing relevant rehabilitative services.

Principle 5: Making best use of existing programmes and governance

Local leadership and governance arrangements in place to ensure that the local IOM arrangements add value, alongside other efforts to tackle crime and reoffending in the area.

Integrated Offender Management is about bringing together existing arrangements, with partners working smarter, to avoid duplication and ensure that the best use is made of all available resources.

Key delivery elements:

- 5.1 Local IOM arrangements add value to, but not duplicate, existing arrangements to tackle crime, reoffending and victimisation, such as statutory supervision of offenders by the National Probation Service including Multi-Agency Public Protection Arrangements, by Community Rehabilitation Companies and the lifetime management approach to serious and organised offenders.
- 5.2 Local Prolific and other Priority Offender schemes are fully embedded within IOM arrangements. There is no national requirement to retain the PPO label, with IOM now the predominant catch-all label for local approaches focused on tackling the most persistent and chaotic offenders.
- 5.3 IOM partners make full use of the IDIOM system which allows partners to monitor offenders flagged locally as IOM offenders, and other cohorts at the same time. The system receives automated, daily downloads of data from the Police National Computer, and includes a performance reporting function to help partners monitor the impact of their local arrangements.

Principle 6: Supporting desistance from crime

IOM brings wider partnership support to the management and rehabilitation of targeted offenders subject to statutory supervision, with this support continuing beyond the statutory supervision period, where the individual continues to pose a risk.

The focus on the offender includes sequencing appropriate rehabilitative interventions across the established reducing reoffending pathways, to address the factors that make it more likely that the individual will continue to commit crime.

Key delivery elements:

- 6.1 IOM partners put 'exit strategies' in place for offenders who come to the end of formal supervision, to ensure that they remain prioritised for interventions while they still pose a risk of further crime and reoffending.
- 6.2 Local arrangements are in place to enable prioritised offenders to benefit from sequenced interventions across the reducing reoffending pathways, to support their rehabilitation and to reduce the risk of reoffending and further crime.

ISBN: 978-1-78246-724-3
Published by Home Office
© Crown Copyright 2015