



Integrated Offender Management Operational Guide

This replaces the previous operational guide June 2016

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Introduction

Vision

IOM aims to create a coherent framework for partners to manage adult and young offenders who are committing the most crimes and causing harm to their local communities. It aims to:

- Reduce offending
- Reduce harm to the public caused by repeat offenders
- Improve confidence in the Criminal Justice System
- Reduce duplication or gaps in agency interventions
- To bring together Local Authorities, the voluntary sector and statutory agencies.
- Align work of local criminal justice agencies and continue to develop existing partnerships

The Operational Principles of IOM

- ✓ All partners manage offenders together
- ✓ Deliver local response to local problems
- ✓ All offenders potentially in scope
- ✓ Facing their responsibility or facing the consequences
- ✓ Best use made of existing programmes and governance arrangements
- ✓ Achieve long-term desistance from crime

The Operational Principals of IOM

The IOM Operational Principles (taken from *HO/MOJ Integrated Offender Management – Key Principles February 2015*)

- **.....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;
- **....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;
- **....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 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 and are not subject to formal arrangements;
- **.....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 the 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.

All Partners Managing Offenders Together

IOM Referral and Operational Meetings:

This is a multi-agency group that will be responsible for working with offenders and have flexible and proactive approach; ensuring that appropriate records are kept up to date. It will be chaired by the Police (Detective Inspector) or Probation (Senior Probation Officer) or by someone with equivalent authority.

Group Membership:

IOM Operational Group Membership should include:

- Detective Inspector
- Senior Probation Office.
- Probation Officer/ Probation Service Officer (NPS/CRC)
- Police Integrated Offender Management Officer
- Substance Misuse Agency Practitioner
- Local Authority Housing representative.

Guest Members for Specific Cases:

- DWP/Jobcentre Plus
- Social Services
- Health Services
- YOT/YOS
- Mental Health
- Project Housing/Key worker representatives
- Volunteer Services.

The Role of the Chair:

- Agree the agenda and minutes
- Co-ordinate and facilitate the meetings
- Ensure the meeting is recorded, actions clarified and reviewed
- Ensure every agency contributes to the management of each case
- Ensure information sharing protocols are followed and confidentiality is upheld

- Escalate resource and/or service provision issues to the Local IOM Delivery Group where they can't be resolved by members of the IOM operational group.

Purpose of the Referral and Operational Meeting:

- Monthly Meetings at approved and suitable location
- Chaired by either Police Detective Inspector or Senior Probation Officer or dedicated approved person
- Confidentiality statement must be signed by all attendees at each meeting
- Record sheet will be displayed during the meeting and updated directly by the divisional IOM Co-ordinator.
- The IOM Co-ordinator will take notes of all agreed actions and circulate updated offender management plans to attendees via secure email within 2 days of the meeting
- Group to agree nominations of new referrals and the initial RAG rating; accountability for decision will remain with the Chair
- Referrals to be presented by referring agency
- All red cases to be discussed and RAG reviewed at each meeting. Amber cases at a minimum to be discussed every three months in which the RAG status must be reviewed
- Prison releases to be discussed where there is information of interest or where consideration for de-registration is required. Cases to be reviewed and moved onto the live list 12 weeks prior to release
- All actions to be updated with progress and discharged or carried over as appropriate
- Ensure all actions are completed and noted on each offender
- Any new information is shared
- All actions are to be clearly allocated, achievable, time bound and linked to the sentence plan
- The current situation risk factors and interventions are included on the and updated each month
- ***If the allocated officer is unable to attend the meeting they MUST provide a written update to the Chair the day prior to the meeting or at the closest working day to the meeting.***

IOM Agreed Success:

Deregistration to be actioned in the following cases:

- 5 years or more of custody imposed (if re-registration to be considered case to be brought to IOM referral and review meetings 12 months prior to release)
- Subject to MAPPA level 3

To be considered if the following are present:

- No current or recent (up to 3 months) police intelligence
- Negative drug tests
- Full/Good attendance of appointments
- Reduction in risk as assessed by the agencies working with the individual
- Risk is being managed in another forum and duplication does not benefit the risk management.

Lead Officer needs to ensure support remains in place for the IOM case despite deregistration i.e. as a minimum if CRC are the lead agency a responsible officer is identified to complete exit plan.

Risk Management Plan:

The plan is informed and underpinned by the information and actions as agreed at the multi-agency operational meeting. It must identify the agency and individual with responsibility for the actions and interventions to manage risks and support rehabilitation of the individual. The role of each agency in managing the risk must be clear.

IOM cases can be referred in to Multi Agency Risk Assessment Conferences (MARAC). It is important for IOM staff to link in with the appropriate MARAC chair to share information to inform decision making in the MARAC forum to protect the victim.

Deliver Local Response to Local Problems

Local IOM Teams:

There are multi-agency teams located across Sussex. Each hub will hold a weekly practitioners meeting to support the monthly operational meetings, these will focus on ensuring that any emerging issues are addressed between operational meetings.

Role of Local Teams:

- Research individuals suitable for IOM and complete the referral form
- Recommend RAG rating to the referral and review meeting
- Engage with offenders, their families and associates
- Address criminogenic needs of individuals on the scheme
- Share intelligence and information to allow robust management
- Each nominal will have an identified lead worker. If the individual is on licence or supervision, this must be the Probation Officer/Responsible Officer
- Develop a multi-agency plan with clear and measurable actions to address offending needs
- Facilitate tasking's around management including enforcement and interventions to address offending needs.

Roles and Responsibilities of Key Partners:

Sussex Police:

Sussex Police will share information with IOM partner organisations in accordance with the protocol detailed in the Sussex police information sharing agreement. They will quality assure police intelligence against partner data and feed back in to police systems. They will maintain accurate records of the offender cohorts. The IOM police team will ensure that the appropriate intelligence feeds in to tasking meetings and out to Local Policing teams.

Sussex Police will focus on:

- Providing intelligence,
- Engagement,
- Enforcement & Compliance.

Intelligence checks

- IOM Teams will conduct daily intelligence and information checks on cohort members in addition to PNC/Niche checks where necessary. This will ensure IOM officers are kept up to date with current intelligence and overnight arrests.

Engagement

- Engagement: Where appropriate and where resources allow, the police IOM team will engage with Offenders throughout the IOM process. This may include initial prison visits, joint police and offender management visits, and engagement activity to ensure compliance e.g. ensuring that offenders maintain key appointments with rehabilitative services and those they fulfil the conditions of their prison license and community orders.

Enforcement

The IOM Police Team will be responsible for using all opportunities to make Sussex as safe a place as possible from the most serious, repeat offenders who continue to repeatedly offend despite multi-agency' interventions. Their role will include:

- Using intelligence, proactive policing and executing arrest enquiries the IOM officer will track and arrest cohort members who are offending.
- Advising on the application of bail conditions.
- Working to place continually offending cohort members on appropriate orders
- The IOM officer will work alongside probation services to proactively assist in the enforcement and compliance of licences and orders.
- Working with partners, e.g. the council to work towards evictions and banning orders
- Activity to ensure compliance e.g. ensuring that offenders maintain key appointments with rehabilitative services and they fulfil the conditions of their prison license and community orders.
- Enforcement: This will include tasking resources to target offenders who are not engaging, who continue to commit crime or are not complying with their licence or court conditions.

National Probation Service:

The National Probation Service will be responsible for the management of offenders assessed as being a High Risk of Harm and also for all those who are managed under the Multi Agency Public Protection Arrangements.

National Probation Service (NPS) staff are also responsible for the preparation of Pre-Sentence Reports, for assessing the risk of harm of offenders so that they can be correctly allocated and managed and for the enforcement of orders and licences through the courts.

Sussex is part of the South East region of the NPS.

Kent, Surrey & Sussex Community Rehabilitation Company:

Kent, Surrey & Sussex Community Rehabilitation Company (KSS CRC) are responsible for the management and supervision of the majority of offenders assessed as presenting a medium or low risk of serious harm. They are responsible for the provision of interventions for offenders, and planning the resettlement of offenders serving prison sentences in Kent, Surrey and Sussex prisons. This includes the My Solution Rehabilitation Programme which focuses on the seven route ways Outlook, Home, Money, Habit, Future, Support and Health to encourage service users to desist from offending and achieve an offence free lifestyle. This approach enables effective sequencing and frequency of interventions embedded in a personalised plan owned by the Service User.

Building on the success of Specified Activity Requirements (SARs), KSS CRC have further developed a comprehensive package of group and 1-1 interventions, to be delivered as part of the Rehabilitation Activity Requirement, which is a development from the implementation of the Offender Rehabilitation Act 2014. These include Motivation to Work, Positive Futures, Changing Drug & Alcohol Use and Anger Management, amongst others, which will be of benefit to the IOM cohort.

Reporting Officers:

Both the National Probation Service and the Kent, Surrey & Sussex Community Rehabilitation Company provide staff to work in the Local IOM teams.

They contribute to these teams by:

- Using their skills in assessment to keep the risk of offending and of harm under constant review;
- Developing and implementing Risk Management and Sentence Plans for offenders under statutory supervision by the National Probation Service and the Kent, Surrey & Sussex Community Rehabilitation Company;
- Supervising such offenders
- Identifying and implementing interventions considered likely to reduce the risk of offending and harm;
- Securing compliance with court orders and licences;
- Exchanging relevant information with partner agencies;
- Monitoring and evaluating the behaviour and compliance of offenders;
- Enforcing court orders and licences as required.

All Offenders Potentially in Scope

Guidance for Integrated Offender Management Referrals:

Identification is a crucial factor in IOM. All partners will be able to make referrals to their local IOM team who will then research the offender using intelligence systems and available information. All assessments will take into account previous offending, actuarial assessment (YOGRS/OGRs/OGP), local crime priorities, intelligence, and cost of crime.

The following should be taken into consideration when referring an individual to IOM:

- Those posing the most threat risk and harm to the community.
- Chronic and complex needs which are not being met through single agency management

Typically assessed as:

- IOM cases are identified using the referral form which will identify appropriate cases for the scheme. This includes the twelve priority offender groups and a dynamic assessment as to why IOM is a suitable outcome.

Referrals can be made for **BOTH** adult and youth offenders. The purpose being to identify those that are committing the most crimes and causing the most harm as a result of their frequency of offending.

All partner agencies are encouraged to make referrals focussing on those offenders who meet the criteria identified above IOM cases are identified using a referral form which is available to all partners.

Youth Offenders:

If a young person is assessed as a high risk of further offending, and is assessed as posing a threat risk and harm to the community they can be referred to IOM for consideration.

Young people that have been sentenced to intensive supervision and surveillance (ISS) or are identified as gang nominals should be CONSIDERED for referral, however they will not automatically be accepted.

Should a young person be adopted onto the scheme, they will be managed under the same structure and governance as the adult IOM cohort.

Referral of a child to IOM must be carefully considered, it should be for the most complex risky young people and full discussion should take place between the IOM Detective

Sergeant and Youth Offending Team on referral, to ensure the needs of the young person are fully met.

Prison:

Continuity of care is vital to IOM and ensuring that work with offenders in prison is carried on after release. Prisons staff, NPS staff and KSS CRC staff working in the prisons are key to the delivery of this framework and can provide early identification of offenders and engagement opportunities for all partners. In relation to IOM they provide the following:

- **Intelligence:** sharing information and intelligence with local IOM teams and other partner agencies and updating databases about prison releases which provides timely information about anticipated release dates of offenders
- **Engagement:** assessment of offenders risk and needs are communicated to local IOM teams. The 'Through the Gate' provision means that all cases are screened on reception, are subject to a needs based assessment which is reviewed no less than 12 weeks prior to release.
- **Offender Management:** prisons will develop detailed sentence plans in discussion with the offender, allow for input from the IOM offender manager and the KSS CRC Resettlement staff. Liaison between all will also robustly monitor engagement and compliance with the agreed plan and support the local team to plan for effective resettlement upon release, including through the gate support.

Offender management teams will always plan for the release of offenders. Sometimes, the offender will be met at the prison to offer early intervention and support. Where this is not arranged then the offender will be required to report that day.

Some offenders will be considered for release under a Home Detention Curfew (HDC). Police and probation staff will both be involved in any assessment of suitability for release on HDC.

Working with Women Offenders:

***Research findings suggest that:**

- Female offenders are more than twice likely as male offenders to suffer from anxiety and depression and are more likely to report symptoms indicative of psychosis;
- Female offenders are more likely to report having used Class A drugs in the four weeks before custody;
- Female offenders are more likely to report associations between drug use and crime and more likely to report having committed offences to support someone else's drug use;
- Female offenders are more likely to report having experienced some sort of abuse;

- Female offenders account for 15% of the offender caseload in the community and 5% of the prison population.

(*www.gov.uk/government/gender-substance-misuse)

It is important to ensure the provision of services in the community recognise and address the specific needs of female offenders, where these are different from those of male offenders.

Health:

“The lower a person’s social position, the worse his or her health” (Fair Society, Healthy Lives – The Marmot Review, 2010). Tackling health inequalities is enshrined in the Health and Social Care Act 2012. Making up a significant proportion of the general population, offenders are known to have particularly poor mental and physical health.

The following factors have been identified as affecting the health and well-being of prisoners:

- Up to 90% of adult prisoners have some form of mental health difficulty, including Dual Diagnosis (mental illness plus problematic drug and/or alcohol abuse)
- 60-70% of prisoners have a personality disorder and there is an increased incidence of pre-existing mental health conditions, including long-term conditions in the prison population
- 20-30% of prisoners have learning difficulties or disabilities
- There is an increased incidence of communicable diseases in the prison population
- Up to 80% of prisoners smoke

Mental Health

The Mental Health Services vary across the county due to local need and the commissioning process. Services are categorised under a tiering system to accessing services.

- Tier 1 - GP's, who are able to prescribe medications
- Tier 2 - Primary Mental Health which encompasses services such as the Mental Health Liaison Practitioners, Time to Talk, and refers onto services such as CRI,
- Tier 3 - Secondary Mental Health which encompasses the Assessment and Recovery Teams - through which most service users are referred via GP, there are electronic referrals for professionals such as Probation Officers but in practice these have not proven hugely successful.
- Tier 4 - Forensic Services

In relation to Integrated Offender Management service users there are no specific provisions or fast track service. However, given a significant percentage of the cohort are subject to custodial disposals there has been a significant development in the Prison Health Care Service at HMP Lewes and teams are encouraged to liaise closely with the service to

monitor services users' engagement whilst incarcerated and to develop continuity of care on release. For professionals concerned about individuals in the community, the Assessment and Recovery Teams (which are based in larger towns across the county) have a Duty Worker between 9am and 5pm Monday to Friday who will be able to provide advice in regard to signposting/navigating appropriate services, including making arrangements for assessments under the MHA.

West Sussex:

Worthing - 16 Liverpool Gardens, Worthing, West Sussex, BN1 1RY – telephone 01903 843530

Chapel Street Clinic, Chichester, West Sussex, PO19 1BX - telephone 01243 623400

Midhurst Community Hospital, Dodsely lane, Eastbourne, Midhurst, West Sussex, GU29 9AW - telephone 01730 811300

New Park House, Horsham, West Sussex, RH12 1RJ - telephone 01403 223200

Springvale, 72-74 Moat Road, East Grinstead, West Sussex, RH19 3LH - telephone 01342 326928

East Sussex:

Cavendish House, Breeds Place, Hastings, East Sussex, TN34 3AA – telephone 01424 726600

St Mary's House, 53 St Leonards Road, Eastbourne, East Sussex, BN21 3UU - telephone 01323 747224

Brighton & Hove:

East Brighton Community Mental Health Centre, Pankhurst Avenue, Brighton, East Sussex, BN2 3EW - telephone 01273 621984

Lewes Prison:

Prison Health Service/HMP Lewes, 1 Brighton Road, Lewes, BN7 1EA - telephone 01273 785100

There is a Mental Health-line which individuals or professionals can contact for advice people can phone for advice Monday to Friday 5pm – 9am and 24 hours weekends and bank holidays. The number is 0300 5000 101.

IOM will be supported by:

- Alignment of the Community Safety Partnerships and Health and Wellbeing Boards to oversee and support drug and alcohol system development and delivery
- Working together to undertake needs' assessment and feed the needs' of drug using offenders into the Joint Strategic Needs Assessment and other local needs assessments

- Strategic representation of substance misuse in IOM governance structures and with criminal justice stakeholders in substance misuse governance groups
- Strategic links with organisations supporting families and ensuring pathways for those who are in substance misuse treatment and IOM programmes
- Specialist interventions provided through the close involvement of staff from local substance misuse teams and the CJIT and CARATs teams
- Mental health needs will be addressed by close working with specialist staff in local community treatment teams and forensic services.

The Care Act:

The Care Act 2014 – for the first time this Act sets out a clear legal framework for how local authorities and other parts of the health and care system should protect adults at risk of abuse or neglect.

For full Care Act 2014 guidance notes visit:

<https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance>

There is also an easy read version available on the above link.

There are also a range of Care Act fact sheets at:

<https://www.gov.uk/government/publications/care-act-2014-part-1-factsheets>

MAPPA Cases:

Level 1 case:-

If NPS cases come into scope for IOM and are level 1 MAPPA, the current risk of harm can be single agency managed and it may be that the interventions, processes and multi-agency arrangements that the local IOM team can provide may be more appropriate to manage the case and meet the needs of the individual. If this is the case, there needs to be processes in place to facilitate the service user accessing IOM interventions and the offender manager accessing IOM arrangements (intelligence sharing etc.)

Where there is an NPS offender manager in or closely linked to the IOM team, they will normally hold any such IOM cases. Consideration should also be given to this offender manager also preparing PSRs (pre-sentence reports) on IOM cases.

Where there is no NPS offender manager in or closely linked to the IOM team, the NPS offender manager or designated NPS IOM SPoC should attend the local IOM panel and participate and contribute the same as any partner agency when NPS cases are going to be discussed.

Level 2 and 3 cases:-

It is possible for Level 2 MAPPA cases to be subject to intervention from the IOM team in which overarching responsibility sits with the MAPPA panel.

Referrals can be made from IOM to MAPPA and from MAPPA to IOM. Nominals can be managed under both schemes, however MAPPA takes overarching responsibility of managing the risk posed by the nominal. Offender managers and POMOs must attend both the IOM and the MAPPA meetings where someone is dual managed.

Transfers:

Internal:

- If the change of address is within the county the following must occur on contact being made from the transferring area:
- All relevant information to be provided to the receiving area, including proposed address, index offence and offending history, and must include current risk factors and safeguarding concerns.
- The receiving area must complete a joint police and CRC/NPS home visit to the proposed address to assess suitability.
- If transfer is agreed it is the responsibility of the transferring area to refer the individual to the receiving areas IOM operational meeting and to ensure de-selection from their Scheme.
- The receiving scheme must provide a named SPOC to ensure fluid transfer and exchange of information.

External Transfer In:

- On contact being made and provision of all relevant documentation police and probation to do a joint home visit to assess suitability of the address.
- If the address is deemed suitable the transferring area will be requested to complete a Sussex IOM referral form.
- The case must be heard at the next IOM operational meeting and adoption agreed or rejected. Where able it is expected that the transferring area would contribute to the meeting.
- All adopted transfers in cases must be managed as Red RAG status for 8 weeks and the reviewed.

External Transfer Out:

- On being notified of an IOM offender intention to transfer initial screening of suitability of the address must first be made.
- Contact must subsequently be made with the receiving area including the provision of index offence, offenders offending history and any safeguarding concerns.
- If required completion of the receiving areas relevant documentation (IOM referral forms).
- Ensure case is appropriately handed over and it is clear and agreed which area holds responsibility for the management of the case. This must be clearly recorded on the relevant case management systems.
- Post transfer de-selection from the local IOM scheme must take place.

Facing Their Responsibility or Facing the Consequences

MSRP:



My Solution Rehabilitation Programme (MSRP) is KSS CRCs' approach to delivering rehabilitation services and the vehicle through which KSS CRC delivers the sentence of the court and reduces reoffending. MSRP maps identified needs against seven route ways out of offending and enables service users (whether in custody or community) to take complex problems and break them down into manageable parts. In this way motivation is increased by the quick wins they can achieve. This in turn further motivates individuals to tackle more and greater challenges.






Based on proven techniques of the 'What Works' body of research, MSRP puts the service user at the heart of their own rehabilitation – MY PROBLEM – MY SOLUTION. It works on the premise that individuals can only become crime-free if they understand their reasons for offending and take responsibility for changing attitudes and behaviours and developing skills. As a CRC we can help them achieve this but cannot do it for them. We all make sense of the world and develop as people through learning about a topic, practising that new learning acquired, and finally incorporating this skill into daily life. In short we LEARN, PRACTICE, DO, and this is the premise upon which MSRP is based.

The seven route ways for MSRP are:

Future, Home, Outlook, Health, Money, Habit, Support.

In addition to the My Solution Rehabilitation Programme there are a range of constructive interventions being delivered across KSS CRC which the IOM cohort can access.

ROUTE WAY	MODULE	SESSIONS
 FUTURE	GOAL SETTING	BARRIERS JOB GOALS
	SELLING YOURSELF	SUPPORTING LETTERS TRACKING AND FEEDBACK
	DISCLOSING CONVICTIONS	GETTING DOCUMENTATION DISCLOSURE LETTERS
	FINDING ACCOMMODATION	CHOICE BASED LETTINGS COMPLETING APPLICATIONS
	MAINTAINING A HOME	SETTING UP UTILITIES POSITIVE RELATIONSHIPS WITH NEIGHBOURS
	MANAGING YOUR UTILITY ACCOUNTS	PAYING BILLS BILL PROBLEMS
 HOME		

ROUTE WAY	MODULE	SESSIONS
 OUTLOOK	CONTROL	WHAT IS CONTROL? WHAT DOES IT FEEL LIKE TO BE OUT OF CONTROL?
	CONTROL IN PRACTICE	MAKING POSITIVE STEPS SOURCING HELP
	MY CHOICE	THINK ABOUT MY OPTIONS INFLUENCING CHOICE
 HEALTH	EXERCISE AND FITNESS	GETTING ACTIVE EXERCISING SAFELY
	WEIGHT MANAGEMENT	WHAT'S MY MOTIVATION? MY WEIGHTS AND MEASURES
	SMOKING CESSATION	HOW MUCH DOES IT COST? WHY DO I SMOKE?
 MONEY	CALCULATING MY DEBT	PRIORITY OR NON-PRIORITY MY PERSONAL RISK
	MY DEBT ADVICE	IMPACT OF DEBT ADVICE ACCESSING SAFER CREDIT
	BUDGETING ON RELEASE	DEBT AND OFFENDING BUDGETING EXERCISE
 HABIT	DRUG USE	IMPACT OF DRUG USE ADDICTIVE BEHAVIOURS
	ME AND ADDICTION	AM I READY TO CHANGE? MY JOURNEY TO ADDICTION?
	GETTING ON TRACK	GOING TO REHAB KEEPING ON TRACK
 SUPPORT	BEING A PARENT	WHAT CHILDREN NEED POSITIVE ROLE MODELS
	FAMILY LEARNING	LEARNING TO SUPPORT MY FAMILY STORYBOOK MUMS AND DADS
	VISITING	FAMILY VISIT DAYS KEEPING IN TOUCH

Supervision for the Under 12 Months:

As a result of the ORA Act 2014 any offender committing an offence after the 1st February 2015 sentenced to more than 1 day in custody will now be supervised on release. This comprises a combination of Licence and Post Sentence Supervision for a period of 12 months or more depending on the length of sentence.

Kent, Surrey and Sussex CRC current operating model comprises of four functions Assessment, Rehabilitation, Resettlement and Interventions. The Integrated Offender Management schemes will sit within the Rehabilitation function providing a robust community based rehabilitative programme.

'The Through the Gate' provisions sits within the Resettlement function. Prison staff undertake Basic Custody Screening Tool on reception within three days and KSS CRC staff

undertake the Basic Custody Screening Tool part 2 which focuses on the four mandated areas of Accommodation, Finances, Employment and signposting victims of Domestic abuse & Sex working. These are needs based assessments completed within 5 working days of the prison completing the initial Basic Custody Screening Tool.

At least 12 weeks prior to release KSS CRC staff will complete a review resettlement plan which encompasses pre-release planning, including utilising the My-Solution Rehabilitation Programme to ensure successful rehabilitation into the community. The IOM Team will prioritise multi-agency pre-release planning, either visiting where appropriate or video linking service users. Closely liaising with Resettlement Team staff to manage sentence planning for release and develop a robust risk management plan for those subject to the IOM scheme. KSS CRC staff based in the prisons will be able to accompany IOM team members onto prison estates, enabling end to end case management from reception to release and will also be able to deliver bespoke interventions to address criminogenic need.

The IOM team will make arrangements where appropriate to “meet service users at the prison gate”. This provision may involve IOM Police, Responsible Officers, NPS, partner agencies and/or volunteer/mentor services.

The ORA Act has also brought about changes in relation to licence conditions/post sentence supervision conditions and enforcement procedures which will impact on the management and supervision of the IOM cohort.

Short-Term Licence Introduced for Under 12 Month Sentences

Section 1 of the Act extends release on licence to custodial sentences of less than 12 months.

For example, a 6 month custodial sentence will be composed of:



There are three main exceptions to this rule:

- those who receive a “sentence” of 1 day
- those who receive a sentence of less than 12 months but are under 18 when released from custody
- those who commit their offence before the provisions come into force

Clarification of Licence Conditions for Under 12 Month Sentences

The existing arrangements for setting licence conditions will apply to sentences of less than 12 months. The key elements of this are:

- The power to set licence conditions is with the Secretary of State – in practice this generally means a prison governor
- There are standard licence conditions given to all offenders, and additional discretionary licence conditions given to some. All the conditions available to over 12 months sentences will be available for under 12 months but some are less likely to be appropriate and some, given the reduced time on licence, will simply be impractical.

14 Day Fixed Term Recall Introduced for 12 Month Sentences

Breach of licence for under 12 months follows the same procedures as for over 12 month sentences. Both standard and fixed term recalls are available.

The fixed term recall period will however be 14 days for those serving sentences of less than 12 months, rather than the 28 days for sentences over 12 months.

Given the shorter licence periods a recall, be it fixed or standard, may be shorter than 14 days because this cannot extend beyond the end point of sentence.

The procedure to request recall remains unaltered and is set out in PI 27/2014 Recall Review and Re-release of Recalled Offenders. The NPS and CRC must ensure that PPCS are provided with a full and complete Recall Report (Part A) and all supporting paperwork within 24 hours of taking an “in principle” decision to seek recall.

PPCS will process all standard recalls and fixed term recalls (including new 14 day FTRs) within 24 hours of the Recall Report and all supporting documentation being received.

Day 28 Risk Management Report (Part B) is not required for any offender recalled under Fixed Term Recall provisions (including the new 14 Day FTRs).

New Criteria for Drug Testing on Licence

Testing of offenders on licence or supervision can already be done for Class A drugs and for offenders convicted of an offence on a ‘trigger list’.

The Act extends the power to short sentences and post-sentence supervision and to allow testing of Class B as well as Class A drugs.

It also replaces the current offence trigger list with a new test: The criteria are that the offender must have a propensity to misuse specified Class A or B drugs, and that the misuse by the offender of any specified Class A or B drug caused or contributed to any offence of

which he has been convicted, or is likely to cause or contribute to the commission of further offences

New Drug Appointments Condition

Under licence and Post Sentence Supervision an offender can now have a condition to attend and remain at drug appointments.

NB this is **not** treatment: it is a condition to attend appointments as directed. An offender will breach this if they don't attend or remain for the duration of the appointment but they won't breach if they refuse treatment.

Further guidance will be issued regarding this condition.

Introduction of Post Sentence Supervision

Section 2 of the Act creates a period of post-sentence supervision (PSS) after licence for offenders serving custodial sentences of more than 1 day but less than 2 years. This means that virtually all offenders released from custody will be subject to at least 12 months supervision.

Post sentence supervision "tops up" the period in the community so that it amounts to 12 months (not "up to" but exactly 12 months – it cannot be less).

It applies automatically by statute – it can't be unapplied by anyone (probation or courts).

Calculating the Length of Post Sentence Supervision Period

The total supervision period (licence plus PSS) begins at the end of the custodial part of the sentence and ends after 12 months from the date of release. In other words, the period of 12 months comprises the period on licence plus whatever post sentence supervision is required to make up 12 months.

This means that there is a changing ratio of licence/supervision as sentence lengths increase:

6 month custodial sentence:



12 months total supervision in the community

18 month custodial sentence:



12 months total supervision in the community

Home Detention Curfew (HDC) releases are on conditions and apply only up to the half way point in sentence where an offender must be released unconditionally. HDC doesn't therefore alter the automatic release point which is the focus of the Act and from which the licence and PSS periods flow.

Requirements of Post Sentence Supervision (PSS)

The PSS conditions will, like licence, be set by a prison governor. These are:

1. Good behaviour
2. Not commit any offence
3. Keep in touch
4. Receive visits
5. Reside at approved address and get prior permission for one or more nights away
6. Only undertake approved work and notify of changes
7. Not to travel outside British Isles
8. Participate in activities as directed by a supervisor
9. Undertake drug testing
10. Attend drug appointments

Technically they are all optional but operationally it is likely that, for consistency with licence, the first 8 will apply in virtually all cases.

It is important to stress that the statutory purpose of PSS is rehabilitation. Therefore additional licence conditions, which are more public protection focussed, are not available.

Staff must be familiar with the mandatory requirements for Supervision, which are set out in Probation Instruction 29/2014 para 1.12 and summarised below:

- a) *Supervision requirements, and the consequences of breach, must be explained at the outset of the licence period, and again at the start of the supervision period depending on the time elapsed.*
- b) *Supervision requirements must be taken from the list provided at paragraph 2.3 of this instruction.*
- c) *The supervisor must propose requirements for the supervision period prior to release, at the same time as licence conditions; it is for the Governor of the*

releasing prison to set the licence conditions and the post-sentence supervision requirements.

- d) Where the supervisor considers it appropriate to amend or remove any of the supervision requirements, this request must be made to the Governor of the releasing prison, for him/her to approve.*
- e) The supervisor must consider any judicially recommended amendments to the supervision requirements following a court appearance for breach. Should they disagree with the proposed requirement, they must contact the Public Protection Casework Section in NOMS HQ for further advice.*
- f) Post-sentence supervision requirements must be necessary and proportionate, and only included for the purpose of rehabilitation.*
- g) The wording of any requirement must not be modified except where allowed by the use of square brackets.*

Dealing with Breach of Supervision and the Supervision Default Order (SDO)

The Act creates a new system for breach of post-sentence supervision requirements.

Unlike licence recall, the decision on whether an offender has failed to comply with supervision requirements and what the sanction should be for that breach will fall to the Magistrates' Court.

This is always the case, even if the sentence was imposed at Crown Court.

The new process for dealing with breach in some ways resembles the system for dealing with a breach of a community order requirement, but it differs in some significant ways.

The court decision on whether an offender has unreasonably failed to comply with the requirements of supervision – i.e. whether they have breached – is made using information laid before the court by the NPS.

The first decision for the court is to decide whether there has been a breach or not. It may find that the offender has actually complied with the requirements, or that the offender has a reasonable excuse for failing to comply.

If the court finds there is no reasonable excuse for failing to comply with requirements it has a number of options.

It can take no action (contrast this with community orders, where if the court finds there has been a breach it must make the order more onerous). In other words the offender would continue on the requirements of the supervision.

The court can also take no action but recommend that the requirements be varied by the Secretary of State.

The court itself cannot vary, amend or un-apply the supervision period or requirements.

If the court decides there has been a breach and a sanction is required it has 3 options):

- It can impose a fine up to level 3 (£1,000)
- It can commit an offender to prison for up to 14 days
- It can impose a “Supervision Default Order” (SDO) which can be either:
 - Unpaid work between 20-60 hours
 - An electronically-monitored curfew minimum 20 days

The court can only impose one of these sanctions at a time.

If the SDO is breached, the offender can be returned to court. The Court can revoke the SDO and impose any of the other sanctions for breach i.e. fine, custody or another SDO.

No sanction (except committal to prison) can run beyond the end of Post Sentence Supervision.

A fine or committal can be imposed if the offender absconds and is brought to court after the end of the PSS.

Best Use Made of Existing Programmes and Governance Arrangements

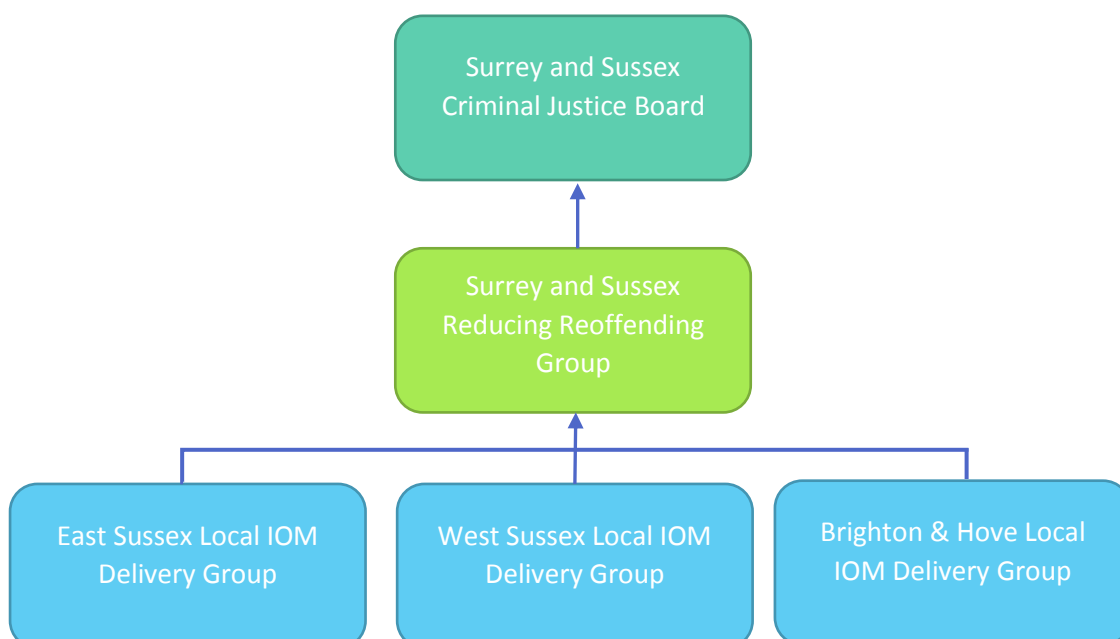
Strong governance is key to a successful IOM approach. The Surrey and Sussex Criminal Justice Board will hold overall responsibility for the effectiveness of IOM arrangements in Sussex. The sub group of the criminal justice board, the Surrey/Sussex Reoffending Group, will be responsible for driving and delivering the reducing reoffending strategy.

The East Sussex, Brighton & Hove and West Sussex Local IOM Delivery Groups will bring together key IOM partners for each area. These groups will provide the necessary platform to escalate particular issues around tackling offending.

The Governments Transforming Rehabilitation Agenda has changed the way offenders are managed in the community. The key aspects of the reforms are as follows:

- A new public sector National Probation Service (NPS) and the Kent, Surrey & Sussex Community Rehabilitation Company have been established. Seetec were the successful bidders for the Sussex, Surrey and Sussex CRC
- A nationwide through the prison gate resettlement service has been put in place, meaning that most offenders will be supported by one provider from custody and then in to the community. In HMP Ford and HMP Lewes, this service will be provided by staff from the Sussex, Surrey & Sussex Community Rehabilitation Company
- Now that the Offender Rehabilitation Act 2014 has been enacted every offender having served more than one day when released from custody will receive statutory supervision and rehabilitation in the community. Such offenders will potentially be supervised on a statutory basis under the integrated Offender Management scheme.

Governance



Confidentiality

All IOM arrangements are subject to existing confidentiality agreements. At each Referral and Review meeting a confidentiality statement will be issued and all attendees will sign to agree the statement.

Diversity Statement

The work of IOM is committed to equal access to services for all groups, particularly in relation to race, gender, gender identity, age, religious belief, sexual orientation and disability, and to ensuring that policies and procedures do not draw on stereotypical assumptions about groups or contain any elements that will be discriminatory in outcome. In undertaking its work, the agencies involved in IOM will be sensitive and responsive to people's differences and needs and integrate that understanding into the delivery of its function in order to ensure that nobody is disadvantaged as a result of their belonging to a specific social group.

Achieving Long Term Desistance from Crime

Performance Management

Performance is to be monitored on a quarterly basis:

1) Measures of Success:

General:

- Adult reoffending rate
- Juvenile offending or reoffending rate
- Breach of licence / Recall to prison

Rehabilitative (cohort based):

- Number of cohort who accept support and show desire to rehabilitate

Accommodation:

- Number who had a housing need met

Drugs / Alcohol:

- Number who overcame dependency

Employment:

- Number who became trained qualified for work
- Number who found and maintained work

Finance / Debt:

- Number who were released with financial support /benefits in place
- Number who were able to manage their own finances satisfactorily

Health:

- Number who had access to a GP on release
- Number who had health care need met

Mental Health:

- Number in treatment or engaged with community services

Preventative (cohort based):

- Number of cohort volunteering for TAG
- Number of cohort who reoffended on the TAG
- Number of cohort who offended after TAG removed

Enforcement:

- Number of cohort in breach of licence (broken down into type- Curfew, apt offended etc.)
- Number who breached supervision (broken down into type Curfew, apt offended etc.)
- Number recalled to prison (FTR Standard and 14 day)

Appendix 1: Classification or RAG Rating

The referring agency will identify the initial classification using the IOM Risk Classification – often known as RAG rating:

Aim	RED ALERT Wanted for Arrest	RED Catch and Control	AMBER Reduce Re-Offending and Rehabilitate	GREEN Monitor, Maintain and Rehabilitate	PRISON In Custody
Characteristics may include:	<ul style="list-style-type: none"> Wanted by Police for arrest 	<ul style="list-style-type: none"> Linked to relevant intelligence indicating an increased risk of harm or offending. Fixed term recall Significant changes in circumstances that could trigger offending. Disengaged from supervision/ treatment services. 	<ul style="list-style-type: none"> No relevant Intelligence indicating an increase in harm or re-offending. No significant changes in circumstances that could trigger offending. Variable compliance and/or engagement. 	<ul style="list-style-type: none"> No relevant intelligence indicating an increase in harm or reoffending. Stable in the community. Remains suitable for multiagency management. Requires multiagency monitoring. 	<ul style="list-style-type: none"> In Custody
Approach:	<ul style="list-style-type: none"> Briefing Police to identify resources in order to locate and arrest. Priority Intelligence sharing between agencies. Police Offender Management officer to publish wanted alert to agencies as appropriate. 	<ul style="list-style-type: none"> Weekly diary co-ordination and update meeting Assess suitability for electronically monitoring system. Minimum of 1 Home visit a week. Police Tasking's when applicable. Frequency of supervision to be agreed at Weekly Review Meetings. 	<ul style="list-style-type: none"> Weekly diary co-ordination and update meeting Minimum of Bi-weekly home visits. Frequency of supervision to be agreed at monthly Referral and Review Meeting. 	<ul style="list-style-type: none"> Monthly Home visits. Frequency of supervision to be agreed at Monthly Referral and Review Meeting. Active exit planning. 	<ul style="list-style-type: none"> Pre-release plan to commence 3 months prior to release where possible. Prison Visit as appropriate. Liaison with Prison regarding conduct/engagement.

Appendix 2: IOM Referral Form

Offender Personal Details:

Name:	
Date of Birth:	
URN:	
PNCID:	
Address:	
Postcode:	
Contact Number(s): <i>Specify Mobile (M), Home (H), Work (W) or Other</i>	
E-mail address:	
National Insurance:	
Warnings (PNC/Niche)	

Referral Details:

Agency / Contact:	
Date of Referral:	

Justification and Reasons for Referral:

Free Text - Evidence High Risk of re-offending
--

OGRS score	
LED/ SED	
Index Offences	

Offending History (known for/ pre-cons)	
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Scope for Multi-Agency Intervention:

Other agencies: (detail agencies involved with offender)

Agency	Person	Contact Details

What are the risk factors on this individual's offending behaviour?:

(**Red**-significant, **Amber**-some impact and **Green**-little impact)

PATHWAY	RISK LEVEL	NEEDS	ACTIONS
Accommodation	RED AMBER GREEN		
Education, training & employment	RED AMBER GREEN		
Health	RED AMBER		

	GREEN		
Drugs and Alcohol	RED AMBER GREEN		
Finance, benefit and debt	RED AMBER GREEN		
Children and families	RED AMBER GREEN		
Attitudes, thinking and behaviour	RED AMBER GREEN		
Domestic Abuse	RED AMBER GREEN		
Other	RED AMBER GREEN		

Priority Groups:

Group	Y/N
Child Sexual Exploitation	
Counter Terrorism Persons of Interest	
Domestic Violence Perpetrators	
Gangs	
MAPPA 1	
Serious and Acquisitive Crime	
Serious and Organised Crime	

Threat, Harm and Risk Assessment:

Further Considerations:

The following screening questions are designed to support this decision making:

1. Does the individual have multiple complex needs linked to reoffending?

2. Will enhanced access to and monitoring of police intelligence support a reduction in reoffending (please consider the types of intelligence which would be most useful)?

3. Multi-agency input is required to reduce reoffending and these arrangements are not in place elsewhere?

4. There is a pattern of regular reoffending, contact with the police or non-compliance?

5. How will this individual benefit from intensive supervision?

Administration:

Action	Date	By whom
Nominated to IOM Conference		
Offender notified		
Niche updated with IOM & Interested Party Markers		
PNC updated with WM marker		
Social Services notified (if applicable):		

Contact, Event Log & Subsequent Needs Assessment Reviews:

Date	Force Number	Contact Log	Outcome

Review:

Date	Retain/Drop	Justification

Justification for removal	
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Removal from IOM:

Reasons for removal	
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Action	Date	By whom
Removal approved by IOM Conference		
Offender notified		
Niche updated removing IOM & Interested Party Markers		
PNC updated with removal of WM marker		
Social Services notified (if applicable):		

Appendix 3: IOM Overview

