



Offender Management

A brief guide for probation staff

Overview of managing offenders

The term Offender Management was introduced by the 2003 Report of the Correctional Services Review (known as the Carter report). The Carter report was the last in a series of reports into the correctional services which all concluded that the handling of offenders was too fragmented; that good work by the different parts of the system was not being followed through; and that better co-ordination between the services was needed to protect the public, prevent re-offending and help offenders to rehabilitate.

Accordingly, the Carter report recommended the introduction of Offender Management. The report's key recommendation was that a single named Offender Manager should be responsible for a complete sentence, no matter where it is served. The Offender Manager is responsible for assessing an offender's risks and needs; for planning how a sentence will be organised; for deciding what interventions are needed and how they will be sequenced and delivered; for reviewing the offender's progress against that plan; and for adjusting the plan in the light of changing circumstances.

What is Offender Management?

Offender Management is a major change to the way that offenders are handled by the Criminal Justice System. Offender Management brings together the work of the prison and probation services in order to carry out the requirements of the sentence, to protect the public, to prevent re-offending and to help offenders rehabilitate into society.

The basis of Offender Management is that a single person, the Offender Manager, is responsible for an offender throughout their entire sentence, whether the sentence is served in custody, in the community or a mixture of both. The Offender Manager is responsible for assessing the offender, planning their sentence, and ensuring that the plan is carried out.

While the Offender Manager has overall responsibility for the offender, they are supported by an Offender Management Team. The team will include:

- Offender Supervisors, who will have day-to-day responsibility for ensuring the offender's sentence plan is carried out;
- Case Administrators, who will provide administrative support;
- Key Workers responsible for delivering interventions; and
- other interested parties, such as the offender family.

For further details on Offender Management, please see the Offender Management Model, available from the EPIC website

What are the principles of Offender Management?

Consistency: the offender needs to experience consistent messages and treatment throughout the sentence;

Commitment: offenders need to feel that staff are committed;

Consolidation: new behaviour needs to be rewarded and built on;

Continuity: in relationships with the offender as well as in care and treatment.

End-to-end Offender Management

Offender Management applies throughout an offender's entire sentence no matter where it is being served. Offender Management covers the whole period between a sentence being passed and the sentence's termination. End-to-end management should also include any overlapping or consecutive sentences. For complex and risky cases, end-to-end management might also include a number of non-consecutive sentences.

Remand periods independent of consecutive/concurrent sentences are not part of the Offender Management model.

The importance of risk assessment for Offender Management

One of the principles of Offender Management is that resources should follow risk, whether risk of harm to others or risk of re-offending. Sentence plans are built on the assessment of risk, and plans that are built on an accurate and appropriate assessment will be easier to manage and to defend

It is therefore vital that risk assessments are accurately and timely carried out that offenders are allocated to the appropriate tier and that adequate resources are made available. The four tiers, and the type of work that each might involve, are shown below.

Who is responsible for delivering sentence plans?

The Offender Manager produces the sentence plan. However, delivery is a team responsibility. All members of an Offender Management Team will have a vital contribution to make: Offender Supervisors managing the day-to-day running of the plan; Key Workers delivering the various interventions required by the plan; Case Administrators providing the administrative support and co-ordination needed for the smooth running of the plan.

Resource allocation increases with tier	<i>Tier 4</i>	Very high and high risk of harm cases. These should have a primary focus on public protection with enhanced supervision. These cases require the highest level of skill and resources. High local and national priority cases, usually prolific offenders.	<i>Control</i>
	<i>Tier 3</i>	Medium to high risk of harm cases. The emphasis is on the need for rehabilitation and personal change for offenders	<i>Change</i>
	<i>Tier 2</i>	Medium to low risk of harm cases which focus more on re-integration into the community and on practical help.	<i>Help</i>
	<i>Tier 1</i>	Low risk of harm cases. A low likelihood of re-offending and low risk of serious harm. Focused on punishment, with the majority of cases being single requirement.	<i>Punish</i>

What does Offender Management mean for workers in the Criminal Justice System?

Offender Management means that all those working in the Criminal Justice System have a part to play.

All members of the Criminal Justice System need to behave in ways which support the aims of Offender Management by:

- building relationships between the different parts of the Criminal Justice System;
- using authority firmly, fairly and clearly;
- building relationships with offenders;
- motivating and coaching offenders;
- displaying pro-social, anti-criminal attitudes;
- brokering interventions;
- helping offenders put learning into context and preparing them for re-integration into the community.

What does Offender Management mean for Offenders?

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Offender Management is not a new type of sentence: Offender Management is an attempt to improve delivery of the sentences imposed by courts. Because there is a named individual responsible for their sentence, offenders should see an improvement in the co-ordination of its different elements.

Frequently asked questions

What are the key elements of Offender Management?

The key elements of Offender Management are:

- that a single Offender Manager should be responsible for the offender for the whole of his or her sentence;
- that there should be a single sentence plan covering the whole length of a sentence – including both custodial and community elements;
- that resources should follow risk;;
- that an offender's offender manager is based in the community, regardless of whether the offender is currently in custody or in the community.

What is an Offender Manager?

The Offender Manager is the person with overall responsibility for an offender. The Offender Manager is responsible for assessing an offender's risks and needs; for planning how the sentence will be organised; for deciding what interventions are needed and how they will be sequenced and delivered; for reviewing the offender's progress against that plan; and for adjusting the plan in the light of changing circumstances. These core features can be summed up in one word, ASPIRE:

Assess – Sentence Plan – Implement – Review – Evaluate.

The Offender Manager leads the team that works with the offender.

The Offender Manager will be based in the community. The post is not restricted to any particular grade.

What is an Offender Supervisor?

The Offender Supervisor is responsible for the day-to-day implementation of the sentence plan, and can be based either in the community or in a prison establishment. It may be that for some offenders the Offender Manager will also take on the role of Offender Supervisor.

The post is not restricted to any particular grade, although Offender Supervisors are likely to be either Probation Service Officers or Prison staff.

What is a Case Administrator?

A Case Administrator provides an Offender Manager with the necessary administrative support. Case Administrators ensure the flow of information around the team and to and from other partners; they organise appointments and meetings; and handle any other work that needs doing so that the work of the team can proceed smoothly.

What is a key worker?

A key worker is a person who delivers an intervention. Key workers can be from the probation service or from partner organisations.

What is an intervention?

An intervention is a programme of work aimed at changing an offender's behaviour. Examples of interventions are accredited programmes such as CALM, Basic Skills Programmes or ETE advice and guidance.

What is an Offender Management Team?

The Offender Management Team is the group of people brought together to supervise the offender during their sentence. The team will be led by the Offender Manager and will include Offender Supervisors, key workers, Case Administrators.

What happens when risks change and an offender moves between tiers?

The principle behind Offender Management is that the same Offender Manager should manage an offender throughout the entire sentence as far as possible.

Where an offender's risk decreases, the Offender Manager should retain the case. They may, however, not need to devote as much time to the case.

Where an offender's risk increases: if the Offender Manager has the appropriate skills, they should retain the case. If they do not yet have the necessary skills, the case may need to be transferred to a more experienced Offender Manager.

How can end-to-end Offender management be guaranteed?

The principle behind Offender Management is that the same Offender Manager should manage an offender throughout the entire sentence as far as is possible.

Offender Management does not suggest that complete, uninterrupted continuity of Offender Manager is achievable in every case: staff will fall ill; resign; get promoted; change roles. Where a change of Offender Manager is unavoidable, the handover between Offender Managers should be planned for and carried out so as to minimise disruption to the smooth running of the sentence plan.

Further information

The NOMS Offender Management Team is the guardian of the Offender Management Model, and is involved in the development of policy; standards; tiering guidance; links between Offender Management and other organisations and areas of work; monitoring and assessment of implementation.

If you have any queries, please contact any member of the team, or use the dedicated OM Helpline.

Contact details:

Team leader

Paul Hindson 0207 217 5167 paul.hindson2@homeoffice.gsi.gov.uk
079207 10693

OM Model

Tony Grapes 0207 217 8985 tony.grapes2@homeoffice.gsi.gov.uk
07976 440153

Regional lead for South West and West Midlands

Pre-sentence

Jo Chilvers 0207 217 1871 jo.chilvers2@homeoffice.gsi.gov.uk
077177 66273

Regional lead for East Midlands and Yorkshire and Humberside

OM Policy & Implementation leads: community

Bobbie Jones 0207 217 8208 bobbie.jones71@homeoffice.gsi.gov.uk
07810 854202

Regional lead for Wales and London (jointly with Karen MacLeod)

Karen MacLeod 0207 217 2082 karen.macleod6@homeoffice.gsi.gov.uk
07920 710706

Regional lead for East of England and London (jointly with Bobbie Jones)

OM Policy & Implementation leads: custody

Joe Woods 0207 217 2240 joe.woods16@homeoffice.gsi.gov.uk
07717 766123

Regional lead for North East and North West

Gareth Mercer 0207 217 8499 gareth.mercer@homeoffice.gsi.gov.uk

Regional lead for South East

Communications

Robin Dickens 0207 217 8604 robin.dickens@homeoffice.gsi.gov.uk
007920 710679

Administration

Ola Haruna 0207 217 8607 ola.haruna@homeoffice.gsi.gov.uk

Address

3rd Floor
Abell House
John Islip Street
London
SW1P 4LH

For queries from probation areas, prison establishments, ROM's offices or anybody with an interest in any aspect of OM

0207 217 5951 OMQueries@homeoffice.gsi.gov.uk
or OMQueries@noms.gsi.gov.uk