



Offender Management Information for Partners

Offender Management: A new way of managing offenders

The term Offender Management was introduced by the 2003 Report of the Correctional Services Review, *Managing Offenders, Reducing Crime* (also 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 different parts of the services 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 end-to-end Offender Management. The report's key recommendation was that a single named person, the Offender Manager, should be responsible for a complete sentence, no matter where it is served. The Offender Manager will be 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.

For further details on Offender Management, please see the *Offender Management Model*; *Managing Offenders, Reducing Crime* or *Reducing Crime – Changing Lives The Government's Plan for Transforming the Management of Offenders* (the Government's response to the Carter Report). All three documents are available from the internet at www.noms.homeoffice.gov.uk.

How does Offender Management work?

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.

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 and Key Workers responsible for delivering interventions.

How will Offender Management affect partner organisations?

Partner organisations will be closely involved in Offender Management. Key Workers are responsible for delivering interventions. Interventions can be provided from within the Probation Service, for example accredited programmes, or by Partner Organisations, such as mental health programmes or Finance and Debt advice. Key Workers, whether from within or outside the Probation Service, will be members of the team responsible for delivering the sentence plan.

What are the advantages of Offender Management?

Offender Management tries to ensure that offenders are managed in a consistent, coherent and constructive way throughout their entire sentence, no matter where it is served. Each offender has a single person, an Offender Manager, responsible for assessing them; for designing a sentence plan and for ensuring that the plan is carried out. The Offender Manager is also the main point of contact for partner organisations working with the offender.

Who is responsible for delivering a sentence plan?

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, whether from within the probation service or from partner organisations, 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.

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.

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

What is an Offender Supervisor?

The Offender Supervisor is responsible for the day-to-day implementation of the sentence plan. Offender Supervisors are based either in a prison establishment or in the community. Offender Supervisors play a significant part in encouraging and motivating offenders.

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. Case Administrators are responsible for ensuring that partner organisations are kept up-to-date with developments in the case. Case Administrators can be based either in prison establishment or in the community.

What is a Key Worker?

The Key Worker is the link between the Offender Manager and a particular intervention. The key worker is responsible for seeing that the intervention is delivered according to the sentence plan, and for communicating developments to the Offender Management Team. The key worker can be from within the probation service or from a partner organisation.

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 and others.

What is the relationship between Offender Managers and key workers?

Offender Managers are responsible for drawing up a sentence plan for an offender. Offender Managers lead the team responsible for implementing the plan, and are responsible for defining who should be doing what (and by when) in order to achieve the aims of the plan. Key Workers are responsible for seeing that their particular interventions are delivered according to plan. Key Workers are responsible for sharing information on the offender's progress with members of the Offender Management Team.

There needs to be a close working relationship between Offender Managers, Offender Supervisors and key workers. Key Workers, whether from within the Probation Service or from a Partner Organisation, need to be a full member of the Offender Management Team so that appropriate interventions are delivered accurately and on time. Without this close relationship, the aims of Offender Management will not be met.

Further information

For information about a case, please contact the relevant probation area. Their details are: