

An introduction to Integrated Offender Management (IOM) in Leicester, Leicestershire and Rutland

- IOM is a way of working. It is not confined to the centralised team carrying its title. It is multi-agency problem solving to manage offending risk by individuals. Its aim is to reduce reoffending by long term rehabilitation of high demand/risk offenders.
- In LLR, this is reflected in levels of IOM; Standard, Enhanced and Priority IOM.
- “Standard IOM” describes local arrangements for partnership working to manage offenders.
- “Enhanced IOM” is where the IOM Criminal Justice Hub supports local practitioners to better manage individual offenders, with enhanced information exchange and risk assessment, plus coordination and chairing of case management meetings. Offenders of any age are in scope for enhanced IOM.
- “Priority IOM” is where responsibility for managing the offender is transferred to a multi-agency, co-located team of probation, National Probation Service (NPS) and Community Rehabilitation Company (CRC), police and substance misuse practitioners. Although based centrally, it delivers locally. It is an adult offender scheme.
- Access to enhanced and priority IOM is through a ‘Single referral meeting’ that also serves as the gateway to level 2/3 MAPPA. Any permutation of management may be decided at the meeting, allowing for MAPPA and IOM to combine to aid management of the offender.
- The IOM Criminal Justice Hub is a co-located multi-agency team that supports IOM at both Enhanced and Priority IOM and also through IOM ‘Link officers’, the development of Standard IOM practice locally too. As well as the agencies already mentioned, it includes YOS (City and County) representatives, prison service and an accommodation worker.
- Whereas statutory management is funded by individual agencies, non-core business is provided for by investment from the Police and Crime Commissioner. This provides for the IOM criminal justice hub and the engAge team who work with young adults as well as supporting services for IOM cases (such as welfare rights clinic).
- IOM is an ‘all risk’ scheme, meaning that any high risk offender is in scope for any level of IOM. The priority team is no longer focussed on acquisitive crime, now managing many ‘high risk of harm’ offenders.

Michael Fletcher
Detective Inspector
Integrated Offender Management



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IOM Performance Report, April 2015 to March 2016

Executive Summary

Purpose

The purpose of this document is to report to the Reducing Reoffending Board on the year performance across IOM according to the performance framework agreed by the board.

The full performance report examines Reoffending rate, Overall Caseload, Spread of risk, Referral Numbers, Criminogenic needs assessment.

Reoffending Data Selection

Reoffending performance is based on a representative sample, selected to capture offenders in the community who had offended in the previous year. This provided a cohort of 163 offenders to examine:

Priority offenders = 105

Enhanced offenders = 58

Reoffending Rate

Offender sample	Number of offenders	Number of offences 01/04/2014 - 31/03/2015	Number of offences 01/04/2015 - 31/03/2016	Overall Percentage Change
Priority	105	380	232	-38.95
Enhanced	58	365	215	-41.10
Overall	163	745	447	-40.00

As can be seen above, a reduction of 40% within the Priority / Enhanced cohort has been achieved.

The full performance report examines NPA level data within this performance cohort but the small numbers at this level mean caution is required when interpreting them. Except for one area with very small numbers affected by two individuals reoffending, all other areas saw a reduction in offence numbers.

Q4 Reoffending rates by age

There were no under 18's within the performance cohort. The young adult (18-24) age group outperformed the over 24's with a 54% vs 35% reduction.

Overall Caseload

IOM Scheme	Date	NC	NL	NE	NR	NH	NN	NS	NW	OSF	Total
Priority	01/04/2015	11	37	34	13	26	10	36	68	2	237
	31/03/2016	19	42	44	7	21	11	34	91	1	270
Enhanced	01/04/2015	9	9	17	3	11	5	16	30	0	100
	31/03/2016	12	10	19	3	15	5	21	24	1	109
Total	01/04/2015	20	46	51	16	37	15	52	98	2	337
	31/03/2016	31	52	63	10	36	16	55	115	2	379
% change		55	13	23.5	-37.5	-2.70	6.67	5.77	17.35	0.00	13.05

Caseload spread (Priority IOM)

Priority	01/04/2015	01/07/2015	01/10/2015	01/01/2016	31/03/2016
Community Priority	80	107	105	118	115
Custody Priority	157	142	143	146	155
Priority Total Managed	237	249	248	264	270

The full performance report goes into further detail but the table below summarises the increased demand hidden within the overall demand increase.

Scheme	01/04/2015	01/07/2015	01/10/2015	01/01/2016	31/03/2016	Annual change
Community Priority	80	107	105	118	115	44%
CRC (Community) Priority	23	31	43	50	55	139%
NPS (Community) Priority	13	25	26	34	38	192%
Community (Stat managed)	36	56	69	84	93	158%
Percentage statutorily managed	45%	52%	66%	71%	81%	

The above shows that cases in the community have risen by 44% within the year. However whereas in April only 45% of cases were statutorily managed, by March 2016 this had risen to 81%.

This demonstrates the increased involvement of probation services in the offenders currently in the community. It is presumed that this is caused by the legislative changes and the increase in post-sentence supervision for short sentence prisoners.

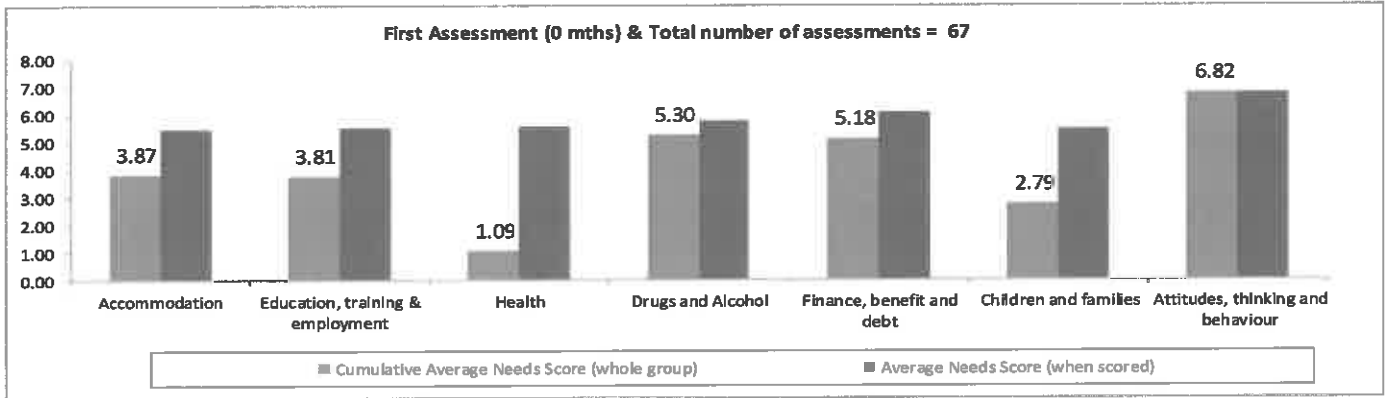
Needs Assessment (Offending Pathways)

The full performance report contains more detail, but within IOM a needs assessment is conducted on all cases and repeated at three monthly intervals. The following example concerns a group of 67 offenders who have been assessed every three months up to 12 months inclusive.

Entry into IOM

First Assessment	Accommodation	Education, training & employment	Health	Drugs and Alcohol	Finance, benefit and debt	Children and families	Attitudes, thinking and behaviour
Total number of assessments = 67	67	67	67	67	67	67	67
Number of assessments in each need area	47	46	13	61	57	34	67
Cumulative Average Needs Score (whole group)	3.87	3.81	1.09	5.30	5.18	2.79	6.82
Average Needs Score (when scored)	5.51	5.54	5.62	5.82	6.09	5.50	6.82
Percentage of sample with need area identified	70.15%	68.66%	19.40%	91.04%	85.07%	50.75%	100.00%

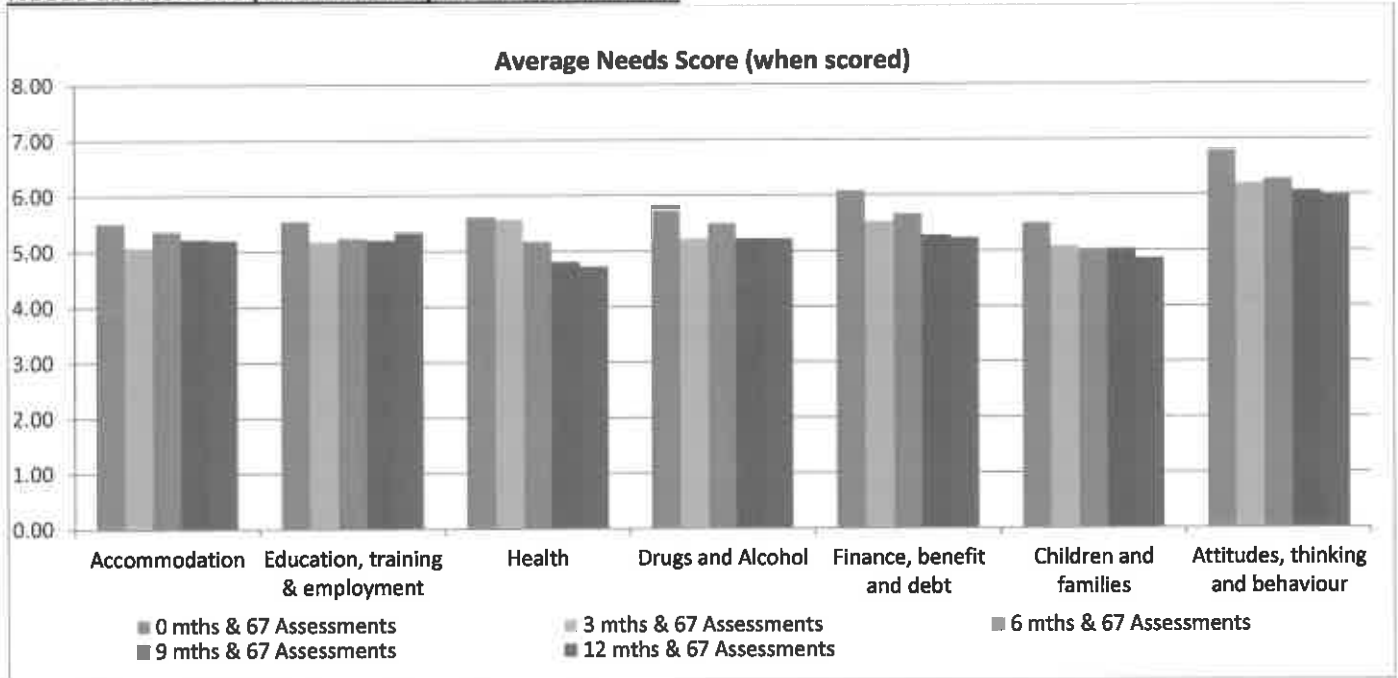
The final line of the table indicates the proportion of people with an identified need in each offending pathway needs area.



As has repeatedly been seen, the most significant needs areas are Attitudes, thinking and behaviour, Finance benefit and debt and substance misuse. They are all a high need area when identified but also prevalent within the group.

Summary of progress for this group

Needs assessment (when scored) for first 12 months



Research demonstrates that reductions in reoffending arise from improvements within the offending pathways. The evidenced reduction in needs would support the offending reductions reported at the start of this summary document.

Summary

- Reoffending within the performance cohort has mirrored previous years with a 40% reduction.
- Overall IOM business has increased by 13% this year.
- Whilst there is a very small increase in the number of IOM offenders in prison, as a percentage of the overall numbers it is a reduction and there has been a significant increase within the community cases.
- Within the community cases, there has been a significant increase in the amount of offenders being statutorily managed. Non-statutory offender management has halved.
- The increase in statutory management affects all agencies, not just the lead NPC/CRC worker.
- Needs assessment: The most significant needs areas remain the same, namely attitudes, thinking and behaviour, substance misuse and finance benefit and debt.

This is the final report planned to use the 'in-house' assessment for priority offender needs. Justice Star data will be utilised within future reports for priority offenders. Pathways in house data will continue to be reported for enhanced cases only.

Recommendations

- That the board notes the significant reductions in reoffending achieved despite the increase in work.
- That the board notes the increase in demand, particularly regarding statutory management and the demand increase this causes for all agencies, in particular for NPS/CRC staff.
- That further analysis is completed to better understand the nature of that demand increase, i.e. a breakdown analysis of community management by management type, e.g. licence, community order, Post Sentence Supervision, etc.
- That the board scrutinises the needs assessments data produced by Justice Star data and that the amount of stars completed is considered as a performance measure

Detective Inspector Michael Fletcher

