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## OLDHAM PARTNERSHIP

### INTEGRATED OFFENDER MANAGEMENT

## Project Initiation Document

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Author: Amy Poulson

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**Integrated Offender Management**  
**Project Initiation Document**

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**DOCUMENT HISTORY**

<b>Project Title:</b>	<b>Project Owner:</b>	<b>Project Manager:</b>	<b>Date:</b>
Integrated Offender Management Implementation Manager	Oldham Partnership	Amy Poulson	2009

**REVISION HISTORY**

<b>Revision date</b>	<b>Previous revision date</b>	<b>Summary of Changes</b>	<b>Changes Marked</b>
17.12.09		Additions agreed following feedback by IOM Steering Group.	
21.12.09	17.12.09	Addition of draft Risk Register	

**APPROVALS**

This document requires the following approvals. Signed approval forms are filed in the Management section of the project files.

<b>Name</b>	<b>Signature</b>	<b>Title</b>	<b>Date of Issue</b>

**DISTRIBUTION**

This document has been distributed to;

<b>Name</b>	<b>Title</b>	<b>Date of Issue</b>	<b>Version</b>
Adrian Ball	YOS	17.12.09	2
Penny Barker	Probation	17.12.09	2
Steph Bolshaw	YOS	17.12.09	2
Wendy Chadwick	Probation	17.12.09	2
Julian Guerriero	DAAT	17.12.09	2
Ian Houghton	NTA	17.12.09	2
Sarah Jones	GMP	17.12.09	2
Richard Kabulis	PSO	17.12.09	2
Amy Poulson	Oldham Partnership	17.12.09	2
Phil Saunders	Probation	17.12.09	2
Janet Sewart	DAAT	17.12.09	2
Bryonie Shaw	Housing	17.12.09	2
John Taylor	OMBC	17.12.09	2
Harriet Wilkins	OMCG	17.12.09	2

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## **1. PURPOSE OF THIS DOCUMENT**

This Project Initiation Document (PID) defines the project, including the business case, the operational framework proposal and how it will be achieved. The PID will be presented initially to the IOM Steering Group for approval and then for ratification to the Safe and Strong Communities Board of Oldham Partnership as project owner. The approval affirms that the project has a sound business case, is feasible and has the appropriate resources.

## **2. BACKGROUND AND BUSINESS CASE**

Integrated offender management (IOM) is a concept launched by the Ministry of Justice in 2008. It builds on the effective partnership work highlighted by the Multi Agency Public Protection Arrangements (MAPPA) Prolific and other Priority Offenders (PPO) and Drug Intervention programme (DIP) processes, but aims to extend this to cover a greater number of offenders, suggesting a whole system approach to managing offenders by better coordination of partnership activity.

The Spotlight programme provides the principles by which IOM is delivered across the Greater Manchester area. It stems from sponsorship by the Home Office, violent crime unit and builds on joint work between Greater Manchester Police, YOS and Probation to improve partnership working around violent crime. Initial research outlined a picture of excellent partnership working at the 'top end' of offender management, dealing with particular groups of offenders e.g. MAPPA, PPO, domestic violence. However, agencies have sometimes worked in silos, without a general awareness of the impact of each other's business, leading to a lack of coordination, competing resources, restricted information sharing and conflicting performance measures. The solution was the construction of a 'whole systems', multi-agency approach to offender management, reviewing how organisations currently work together and challenging and dispelling the parameters of what can and cannot be achieved in partnership, to improve the service provided to the public. Targeting partnership resources at all offenders who are causing most harm to communities, not just those on statutory supervision, is central to the principles of IOM and Spotlight.

The IOM approach is informed by the fact that most crime is committed by the re-offending of a relatively small proportion of individuals in the community who are already known to the criminal justice service. Re-offending costs taxpayers in England and Wales £13 billion a year. Research additionally evidences that short term prison sentences are the most costly and least effective way of dealing with these offenders while community sentences are relatively inexpensive and more effective in reducing re-offending. Figures in 2008 showed that the re-offending rate in the adult population following a short custodial sentence was 59.7%, the re-offending rate following a community sentence is 37.9%. The average adult prison sentence costs £37,000 per annum while the average community sentence costs £2,000 per annum. National data released in 2008 relating to young offenders age 10 to 17 years evidenced that 77% of those released from custody re-offended within a 12 month period. The cost of accommodating a young offender in custody can range from £40,000 to as much as £250,000 when secure accommodation is necessary.

The Implementation of IOM in Oldham aims to be the focal point of local efforts to reduce crime and re-offending, bringing together and enhancing existing offender management partnership work to effect longer term changes in offender behaviour. IOM recognises that delivering punishment through the courts is not mutually exclusive from delivering reform and

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that both can be served through robust community sentences as well as custody. Oldham partnership will identify those offenders who are at greatest risk of causing harm to the community, focusing partnership resources in three strands of activity; Prevent and Deter, Catch and Convict and Resettle and Rehabilitate activities. The approach recognises offenders can have complex needs that necessitate access to the right services if they are to break the costly and ineffective cycle of re-offending and repeat return to short term prison. Only if this fails, or if public protection issues arise in a case, should the emphasis shift to enforcement.

For IOM to be effective in Oldham it will require synergy between the CDRP and Local Criminal Justice Board structures, organisational business plans and offender management and criminal justice strategies and processes. Significantly, it requires a cultural shift, from a position of partnership cooperation when required, to integration at every level.

### **3. PROJECT DEFINITION**

#### **3.1 Project Objectives**

The objectives of the IOM in Oldham will be to;

- **Reducing Crime and Re-Offending** As an underlying aim of IOM, there is an important distinction in that it relates not only to key crime reduction targets, but also to the re-offending rate of the IOM cohort.
- **Prevention and Diversion** Underlying IOM there needs to be an effective prevention and diversion strategy for young offenders, with measures that indicate how well that strategy is working.
- **Increasing Compliance with Community Orders and licences** A key objective of IOM is that offenders comply with their order or licence, and all partners work to achieve this as a primary objective. This is based on evidence that the re-offending rate of offenders who complete their order or licence is significantly lower than those who do not.
- **Effectiveness of Enforcement** Improving the timeliness of enforcement, in order to protect the public and ensure the efficient delivery of justice is an important element of IOM.
- **Reducing Re-offending Pathways** Increasing offender's successful engagement with appropriate services is evidenced to significantly decrease the likelihood of re-offending. While the pathways of health, accommodation and employment/education are considered a priority in determining the success of the programme in reducing re-offending additional investment in pathways of finance and debt, children and families and attitude, thinking and behaviour will be necessary to success.
- **Justice Reinvestment** IOM aims to promote the confidence of sentencers, by suggesting packages of supervision as an alternative to a short custodial sentence. A justice reinvestment approach will quantify the savings this approach brings, alongside the overall savings from any reduction in re-offending by the IOM cohort.

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- **Improve Public Confidence in the Criminal Justice System** by making the consequences of offending more visible to communities and being transparent about the way offenders are managed. A communication plan will be an important element in this.

A performance management framework, (see draft in Appendix 2) would allow the partnership to monitor and report on progress against the above objectives.

### **3.2 Project Scope**

The Aim of IOM is to manage offenders more effectively within the criminal justice system and by promoting compliance as a key objective, reduce the number of offenders sent back to custody for breach of orders or licences.

As such the scope of this project encompasses all statutory agencies that manage adult and young offenders in the community including Police, YOS, Probation and DIP teams as well as those criminal justice agencies whose decisions impact on the aims of IOM, in particular the courts.

Oldham Partnership colleagues who deliver services at a Neighbourhood level are considered key to success of IOM delivering a service that meets the needs of its residents.

The project also includes statutory, third sector and private organisations providing services that can effectively address offender's criminogenic need in line with the 7 pathways of the reducing re-offending strategy. Organisations that deliver to the primary pathways of health, accommodation and education/training/employment will be prioritised.

The project includes all those offenders who, as agreed by Oldham partnership, are assessed as a highest risk of causing harm to Oldham communities and are agreed for inclusion in an IOM cohort. Both psychological and physical harm caused by violence and acquisitive crime will be considered. Qualitative and quantitative information will inform the decision to register. In addition to an offenders previous convictions, partnership intelligence will be used as will agency assessment scores (ASSET and OASYS)

The detail of criteria for cohort inclusion will be agreed via the implementation planning process (see para 7.2) Spotlight guidance on cohort criteria will be used as a starting point for this discussion. Local data, including that provided by the Strategic Threat Assessment and Asset/Oasys data will then be considered essential in providing a local priority focus for partnership activity. The cohort of identified IOM offenders must be of a size that will allow Oldham partnership to have the capacity to provide enhanced services.

### **3.3 Project Scope Exclusions**

Offenders not meeting the agreed criteria for IOM registration will not directly benefit from this project.

Sex offenders will not be considered for inclusion in the cohort.

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Offenders meeting the criteria but serving long-term prison sentences, over 2 years in duration, will not be included within the programme as IOM concentrates on focusing resources in the community to support long-term reductions in re-offending. Such offenders can, however, be considered for re-registration 6 months prior to the end of a long prison sentence.

### **3.4 Method of Approach**

IOM recognises that Police, Probation and the Youth Offending Service and the Drug Intervention Programme can achieve better long term outcomes by working in partnership, together with other agencies, integrating core business to make better use of shared skills and resources.

The Oldham IOM method of approach is both to bring partnership operations closer together at the same time as, where feasible, extending the reach of current services.

Oldham partnership will apply a gold, silver, bronze approach to the standard they are able to develop as an Oldham IOM model.

The Operational model selected will be financially sustainable, each lead agency of Police, Probation, Local Authority, YOS and DAAT providing an early commitment to re-alignment of resources. Additional costs should be one-off capital costs only, not revenue costs requiring ongoing additional funding, unless agreed by exception.

The detail of the Operational model will be agreed through the project implementation planning process, (see para 7.2) The model will be framed within the following key operational principles;

- An enhanced multi-agency intensive offender management unit, supporting more rapid response to emerging threats and providing case management to those offenders who are not subject to statutory supervision as well as those subject to community orders and supervision on licence.
- Enhanced intelligence/communication facility that will support the real time sharing of multi-agency information, supporting effective tasking of operations.

### **3.5 Outline Project Deliverables and/or Desired Outcomes**

#### **3.5.1 Deliverables**

The primary deliverables of this project will be;

- Reductions in adult and youth re-offending.
- Reduction in key crime.
- Reductions in first time entrants into the criminal justice system.
- Increase in offender compliance with community orders and licences.
- Increased timeliness of enforcement action.
- Increased successful outcomes from engagement in accommodation, ETE, drugs and alcohol pathway services.

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- Increased financial savings as a result of reduction in re-offending and utilisation of robust community sentences rather than short term prison sentences.
- Increased public awareness of work with offenders through the implementation of a communication plan.

### **3.5.2 The Project Management and Quality deliverables are:**

- Project Initiation Document (this document)
- Project Implementation plan and project Plan updates (see appendix 1)
- Performance management framework (see appendix 2)
- Communications plan
- Risk Logs (see appendix 3)

### **3.6 Constraints**

Not all of the factors within this project are within the direct control of Oldham Partnership, principally the reliance on agencies outside of the immediate partnership to collaborate effectively in delivering services that meet offenders assessed criminogenic needs.

The operations of offender management are dictated by legislative requirements which may change over the medium and long term.

### **3.7 Compliance**

This implementation of IOM in Oldham will comply with partner agencies policies.

### **3.8 Interfaces**

There are no other Oldham partnership projects which interface specifically with this one. However, there will be overlaps between the different work streams and with other partnership initiatives and strategies, such as:

- Oldham Offender Targeting Strategy
- Oldham Prolific and Priority Offender Programme
- Oldham Drug Intervention Programme
- Deter Young Offender Strategy
- Oldham 'Improving Confidence' Strategy
- National Reducing Re-Offending Strategy and regional Delivery Plan

### **3.9 Stakeholders**

- Oldham Safe and Strong Communities Board
- Local Criminal Justice Group
- DAAT Board
- Elected Members
- Providers of services commissioned by Oldham Partnership
- Victims
- Oldham Communities

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- Offenders
- The Director of Offender Management
- The MOJ/ NOMS
- Youth Justice Board

#### **4. BUSINESS CASE**

##### **4.1 Tangible Benefits**

- Reductions in adult and youth re-offending.
- Reduction in key crime.
- Reductions in first time entrants into the criminal justice system.
- Increase in offender compliance with community orders and licences
- Increased timeliness of enforcement action.
- Increased successful outcomes from engagement in accommodation, ETE, drugs and alcohol pathway services.
- Increased financial savings as a result of reduction in re-offending and utilisation of robust community sentences rather than short term prison sentences.
- Improved community confidence in offender management and the criminal justice system.

##### **4.2 Intangible Benefits**

- Improved and better developed relationships between partner agencies.
- More effective communication between offender management and neighbourhood services.
- More effective sharing of expertise, experience and resources.
- Increased investment in long term solutions to crime and re-offending.

##### **4.3 Anticipated Cost**

IOM implementation will depend, in the most part, on the re-alignment of existing partnership resources. There will, however, be some unavoidable additional costs generated, in particular capital costs of re-locating and developing enhances co-located operational team/s in new locations.

Costs already accounted for are;

- An IOM implementation manager, 2 years.

Anticipated costs are;

- IT infrastructure installation.
- Refurbishment of premises.
- Hosting briefing and training events.

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Although this is the initial assessment of critical business resource that will be required, as the project evolves there may be a need for further investment.

## **5. QUALITY CRITERIA**

### **5.1 Critical Success Factors;**

- Central agencies of Police, YOS, Local Authority, DAAT and Probation maintain shared investment on achieving long-term change in offender's behaviour.
- Ability to provide case management approach to all offenders on cohort, including those without statutory supervision.
- Ability to deliver services which meet the complex needs of offenders, particularly in relation to the 3 key pathways of Health, ETE and Accommodation.
- Effectiveness of the model in being able to engage with partners at a Neighbourhood level.
- Effectiveness in being able to develop systems for responsive sharing of intelligence and tasking.

## **6. RISKS**

### **6.1 Project Risks**

- Key agencies of Police, YOS, Local Authority, DAAT and Probation unable to re-align resources to a sufficient extent to create an effective operational model. Concern includes inability to;
  - \* Input multi-agency data into shared database.
  - \* finance co-located premises, particularly management/running costs.
  - \* provide rapid response to emerging threats for whole cohort.
- Gap in service delivery that cannot be met by re-alignment of resources and funding cannot be secured to commission appropriate service. Concern includes inability to:
  - \* Provide case management approach to non statutory offenders.
- Inability to sufficiently engage services that deliver to reducing re-offending pathways, in particular ETE, Health and Accommodation.
- Agency resistance to making cultural shift necessary to fully integrated working.

A template risk register (see appendix 3) will be used to manage these risks through the project period.

## **7. OUTLINE PROJECT PLAN**

### **7.1 Planning Assumptions**

The initial plan covers the next 6 month period (Dec 2009 to May 2010) by which time the IOM operational model in its preliminary form is intended to be implemented. Developing IOM further, fully embedding it within Oldham Partnership and effecting culture changes necessary to its sustainability will necessitate further project plans to be drawn up beyond the

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initial implementation phase. The IOM Implementation manager will be responsible for the drawing up of future plans.

## **7.2 Project Implementation Plan**

The draft Project Implementation plan template can be seen at Appendix 1.

The IOM Steering group will retain responsibility for ratifying proposals made through the implementation planning process, some of which will also need ratification by the Safe and Strong Communities Board. The detailed thinking and discussion that will be required to inform those proposals will be delegated to identified sub groups. The sub groups may contain both strategic and operational managers, depending on the subject that group is addressing. Guests may be invited to attend particular meetings to inform discussion. There will be two main sub-groups as identified below, alongside areas of responsibility.

### Offender Management Group

- Cohort criteria and profile
- Model and staffing of co-located Intensive Offender Management team
- Review existing Offender Management Strategies

### Intelligence/Communication Group

- Model and staffing of intelligence/communication component
- Identify, installation and administration of multi-agency database
- IT requirements of co-located team

Partners will be expected to prioritise attendance at these groups in order to ensure timely progress can be made in the implementation of IOM.

It will, in addition, be necessary to hold one-off specialist sub groups to address particular areas in the implementation plan not covered by the above two groups, such as performance management and monitoring and evaluation.

The IOM Implementation manager will be responsible for convening these groups and drawing together proposals for ratification by the IOM Steering group.

## **7.3 Milestones**

Key Milestones will be;

- Securing of appropriate premises for co-location.
- Detail of operational model and staffing levels agreed.
- Criteria for IOM cohort agreed.
- Performance management framework and systems for monitoring and reporting agreed.
- Procedures for multi-agency recording, sharing of information and tasking agreed.
- Start-up capital funding secured.
- Relocation of relevant staff into co-located premises.

## **8. COMMUNICATION PLAN**

The communication plan will be prepared and shared with all parties receiving the Project Implementation plan by end December 2009.

## **9. FILING STRUCTURE**

This document will be issued electronically to all parties as listed above. Key agencies of Police, Probation, YOS and Oldham Local Authority will save this document on shared drive for reference by relevant employees.

## **10. GOVERNANCE**

### **10.1 Project Owner and Project Assurance**

The project will be owned by Oldham Safer and Stronger Board who receive regular reports and provide overall scrutiny. Operationally, the Implementation Manager and Offender Management Group will report progress to the Safer and Stronger Board (SSB).

### **10.2 Project Manager**

The project manager will be Amy Poulson, IOM Implementation Manager.

### **10.3 Project Board – Members & Roles**

The project board will be referred to as the IOM Steering group. The existing Offender Management Group (OMG) will provide the function of a Steering group until a time that it is agreed that IOM is fully embedded within Oldham Partnership structures. The group will consist of the following members:

Adrian Ball	YOS
Penny Barker	Probation
Steph Bolshaw	YOS
Wendy Chadwick	Probation
Julian Guerriero	DAAT
Ian Houghton	NTA
Sarah Jones	GMP
Richard Kabulis	PSO
Amy Poulson	Oldham Partnership
Phil Saunders	Probation
Janet Sewart	DAAT
Bryonie Shaw	Housing
John Taylor	OMBC
Harriet Wilkins	OMCG

**Appendix 1**

**Oldham IOM Implementation Plan Template (Draft V. 1 )**

Task		Lead	Date Required	Progress so far
Resources				
Co-located Teams:	Agree operational model			
	Agree staffing levels of intelligence team			
	Agree staffing levels of intensive supervision team			
	Agree location of teams			
	Agree roles			
	Agree job descriptions			
	Agree supervision			
Provision of non-statutory case worker				
Clarify role of NPT and mainstream staff				
Clarify role of YOT staff (especially YOT PC and Probation Officer) based on a partnership review				
Link commissioning process to IOM model				
Identify SPOC for relevant agencies				
Cohort				

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Agree cohort criteria				
Agree entry and exit strategy				
Complete draft cohort				
Agree profile of draft cohort				
Link Strategic Threat Assessment to priorities e.g. services and cohort				
Offender Strategies:	Review PPO strategy			
	Review MAPPP strategy			
	Review DYO strategy			
	Review domestic violence strategy			
<b>Governance</b>				
Determine strategic and operational governance membership (terms of reference etc.)				
Review offender tasking meetings (individual agency and partnership)				
Strategic meeting to agree over-arching principles / working arrangements				
<b>Training</b>				
Briefing for SLT of individual agencies				
Briefing / workshop for middle managers				

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Briefing / workshop for mainstream staff				
POMIES training				
IT				
IT requirements for co-located teams				
Installation and administration of POMIES				
Performance Management				
Devise Performance Framework				
Communications				
Devise communications strategy				
Branding and logo				
Information Sharing				
Review information sharing protocol				
Miscellaneous				
Set Go Live date				
Spotlight team walk through prior to Go Live				

**Appendix 2**

**Integrated Offender Management - Performance Management Framework. (Draft V.1)**

Reductions in Crime and Re-offending							
Key Activity	Outcome	Ownership	Baseline 07/08	Target 08/09	Status (RAG)	Links to LAA	Comments
Reduction in Serious Acquisitive Crime rate	Reduction in burglary crime committed by the IOM Cohort.					N.I.16 PSA 23	Stats already captured by Police HQ data <b>(based on local priority)</b> <b>Can be captured by Spotlight database</b>
Reduction in Serious Acquisitive Crime rate	Reduction in robbery crime committed by the IOM Cohort.					N.I.16 PSA 23	Stats already captured by Police HQ data <b>(based on local priority)</b> <b>Can be captured by Spotlight database</b>
Violent Crime	Reduction in Serious Violent crime committed by the IOM Cohort.					N.I. 15 N.I. 20 PSA 23	Stats already captured by Police HQ data <b>Can be captured by Spotlight database</b>
Reducing re-offending	Reduction in re-offending rates of the IOM cohort  Reduction in the re-offending rates of PPOs on					N.I. 18 N.I. 19 N.I. 30 N.I. 38	Stats from Spotlight database

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	the Cohort.  Reducing Drug Related Crime						
Domestic Violence	Reduction in repeat incidents of domestic violence committed by the IOM Cohort.					N.I. 32	
Prevention and Diversion							
Key Activity	Outcome	Ownership	Baseline 07/08	Target 08/09	Status (RAG)	Links to LAA	Comments
Prevention	Reduction in the re-offending rates of the DYO Cohort.					N.I. 19 PSA 23	Stats already collected by YOT Can be collected by Spotlight database
Improvements in Compliance							
Key Activity	Outcome	Ownership	Baseline 07/08	Target 08/09	Status (RAG)	Links to LAA	Comments
Compliance with drug treatment	Percentage retention rate in treatment for 12 weeks or more for those on the IOM Cohort.	Drug service provider				N.I. 38 N.I. 40	
Compliance timeliness	Number/% of cohort on amber status for more than 28 days	All					Stats from Spotlight database
Compliance timeliness	Number/% of cohort on green status for more than three months	All					Stats from Spotlight database

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Efficiency of Enforcement							
Key Activity	Outcome	Ownership	Baseline 07/08	Target 08/09	Status (RAG)	Links to LAA	Comments
Enforcement timeliness	Number/% of cohort on red status for more than five days						Stats from Spotlight database
Enforcement timeliness	Number/% of cohort on amber alert status for more than 14 days						Stats from Spotlight database
Reducing Re-offending Pathways							
Key Activity	Outcome	Ownership	Baseline 07/08	Target 08/09	Status (RAG)	Links to LAA	Comments
<b>Employment</b>	Number of IOM Cohort who gain and retain employment for 4 weeks or more  Number of IOM Cohort in employment at the end of their order or licence	Probation				N.I. 144 N.I. 117 N.I. 45	Stats from Spotlight database
YOT ETE targets	Number of DYO Cohort engaged in suitable education, employment or training of 15 hrs or more a week	YOT				N.I. 91 N.I. 117	Spotlight database manual search
Accommodation	% IOM offenders in suitable and settled accommodation at the end of the order or licence	Probation				N.I. 46 N.I. 143	Spotlight database manual search
<b>OASys</b>	% of IOM offenders	Probation					Spotlight database

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	where there is a decrease in OASys score during the period of supervision						Is this feasible to collect purely on the IOM cohort. Sampling needed?
<b>ASSET</b>	% IOM offenders where there is a decrease in the ASSET score	YOT					Stats from Spotlight database
<b>Justice Reinvestment</b>							
Key Activity	Outcome	Ownership	Baseline 07/08	Target 08/09	Status (RAG)	Links to LAA	Comments
<b>Cost of Crime</b>	Savings resulting from reduction of crimes committed by the whole IOM cohort	All				N.I. 18 N.I. 19	Stats from Spotlight database
<b>Cost of Crime</b>	Savings resulting from reduction of crimes committed by non-statutory cases in the IOM cohort	All				N.I. 18 N.I. 19	Stats from Spotlight database
<b>Reduction in prison population</b>	Reduction in the number of offenders sent to custody for under 12 months	Probation / Courts					Could this be costed in some way?
<b>Reduction in prison population</b>	Reduction in the number of young people sent to custody	YOT				N.I. 43	Could this be costed in some way?

**APPENDIX 3**  
**IOM RISK REGISTER (Draft)**

Score	
1.	Very Low
2.	Low
3.	Medium
4.	High
5.	Very High

Score	
1-12	Green
13-19	Amber
20-25	Red

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		Risk Owner	Original Assessment			Current Assessment			Change	Planned Counter Measures	Progress Made	
Ref N = new	Business Risk (related Area Business Plan target or improvement objective shown in brackets)		Likely-hood	Impact	Risk score	Likely-hood	Impact	Risk Score	Up Down Same			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	
<b>1</b>	<b>CROSS CUTTING RISKS</b>											
1.1	Inability of agencies to reach agreement re sharing cost of appropriate co-located premises.		H	H	20					Decision to be reached on 16.12 steering group as to whether the group can support continued accomodation at Canarvon Street or Brunsick House.  To be raised at meeting with P Barker, C Ball and C Wilkins on 13 <sup>th</sup> Jan.	Group decided that it could not financially sustain continued accomodation at Canarvon or move to Brunswick.  J Taylor tasked to approach relevant Local Authority estates team to consider what support LA might provide to allow co-location.	
1.2	Agencies resistance to making cultural shift necessary to fully integrated working.		L	VH	18					Communication plan to maximise opportunity to positivly influence agency culture.		
1.3												
<b>2</b>	<b>OFFENDER MANAGEMENT</b>											
2.1	Re-alignment of agency resources insufficient to meet needs of basic operational requierements.		M	VH	22					To be raised at meeting with P Barker, C Ball and C Wilkins on 13 <sup>th</sup> Jan.		
2.2	Inability to re-align resources to support case management approach with all non statutory cases.		H	M	15					To be raised at meeting with P Barker, C Ball and C Wilkins on 13 <sup>th</sup> Jan.		
2.3	Breakdown of relationships with effected staff as result of implimenation of co-location team.		L	H	10					Communication plan and implementation plan to ensure practitioner stakeholders are consulted with and information is shared on progress in timely manner.		

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<b>3</b>	<b>REDUCING RE-OFFENDING</b>										
3.1	Inability to sufficiently engage services that deliver to reducing re-offending pathways, in particular in relation to Health, Accomodation and ETE.		M	VH	22						Gap analysis to be undertaken to identify area's of greatest need re 8 pathways in Reducing Re-offending Strategy. Workshop to be arranged with leads from each pathway service.
3.2											
3.3											
<b>4</b>	<b>MULTI-AGENCY INTELLIGENCE SHARING AND TASKING</b>										
4.1	Agreement cannot be reached to share information to sufficient extent between agencies		M	H	20						Sub group re information sharing to be planned into IOM Implementation plan calander, for Jan 2010.
4.2	Costs of maintaining multi-agency database cannot be met.		L	H	18						Key agencies of Probation, DAAT, LA and GMP to be approached.

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