

		POLICY/ PROCEDURE
Security Classification	OFFICIAL	
Disclosable under Freedom of Information Act 2000	Yes	

POLICY TITLE	Offender Management
REFERENCE NUMBER	A162
Version	1.0

POLICY OWNERSHIP	
DIRECTORATE	PROTECTIVE SERVICES
BUSINESS AREA	VULNERABILITY & SAFEGUARDING

IMPLEMENTATION DATE	November 2016
NEXT REVIEW DATE:	November 2017
RISK RATING	HIGH
EQUALITY ANALYSIS	HIGH

Warwickshire Police and West Mercia Police welcome comments and suggestions from the public and staff about the contents and implementation of this policy. Please e-mail contactus@westmercia.pnn.police.uk
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1.0 POLICY OUTLINE

This policy will harmonise the protocol for effective Offender Management (OM) across the Alliance, providing high level principles for which each local policing area will follow.

The policy sets out intelligence-led and human rights compliant practice to reflect our duty to protect and uphold the human rights of our communities whilst ensuring maximum effectiveness against crime and disorder.

The policy is directed at all members of the Warwickshire Police and West Mercia Police service who are engaged in offender management, including police staff, warranted officers and managers with responsibility for monitoring and supervision within each Local Policing Area (LPA).

It will not dictate the local delivery of these principles; this will be covered in the Alliance delivery manual and strategic framework which will document the strategic and tactical delivery of OM in each area to ensure that the Alliance is able to empower local problem solving for local problems in-line with partnership working in each local policing area.

2.0 PURPOSE OF THE POLICY

The purpose of this policy is to outline the statutory basis and procedural guidance for managing individuals under offender management.

This policy will ensure that offender management is conducted lawfully, fairly and effectively in order to respond to offenders both in Force and with our Partners.

It will provide guidance to ensure that efficient and effective deployment of resources is achieved in order to manage harm causing nominals and will ensure that all offender management strands are engaged through a collaborative and over arching policy.

This policy will support the Alliance's vision for protecting people from harm. It will provide management of those individuals that present the greatest threat, risk and harm to our communities.

3.0 IMPLICATIONS OF THE POLICY

The introduction of this policy will provide those engaged in offender management and the wider organisation with a policy document which outlines the fundamental principles and approach to dealing with harm causing nominals.

This policy will introduce an Alliance approach to OM across all local policing areas.

This document will support the OM delivery manual and strategic framework and therefore provide a concise summary of the overarching principles.

4.0 NATIONAL GUIDANCE

This policy has been developed making reference to current legislation and national guidance, these include:

- [The Human Rights Act 1998](#)
- [Police and Criminal Evidence Act 1984](#)
- [NOMS - MAPPA Guidance 2012](#)

Useful documents for reference

- [College of Policing – Code of Ethics](#)
- [College of Policing APP – “Enforcing sentences and managing offenders”](#)
- [Offender Rehabilitation Act 2014](#)

5.0 CONSULTATION

This policy has been produced jointly by Warwickshire Police and West Mercia Police in consultation with a number of different departments across the Alliance.

Warwickshire and West Mercia Office of the Police and Crime and Commissioners' have been consulted regarding the introduction of this harmonised policy.

Whilst this is an internal Police policy, it is acknowledged that offender management is a multi-agency function and this policy will be shared with the core agencies engaged in this area of work (Probation – CRC & NPS, Youth Offending, Drugs & Alcohol treatment Provider).

Department	Contact
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Chief Officer/Business Lead Consulted	Date Authorisation Received
ACC Blakeman	November 2016

6.0 DOCUMENT HISTORY

The history and rationale for change to policy will be recorded using the below chart:

Date	Author Reviewer	Amendments & Rationale	Approval / Adoption
July 2016	Chloe Barnes/Tina Moss	Creation and adoption of a harmonised Alliance policy reflecting organisational change	JNCC 18/11/2016

7.0 HEALTH & SAFETY, RISK & EQUALITY IMPACT ASSESSMENT

These are available on a separate document.

8.0 DECISION MAKING

National Decision Making Model

All officers and Police Staff should be clear on the organisational expectations for managing harm causing nominals and the statutory powers and the legal obligations placed upon them regarding their own conduct and information required to be provided to members of the public prior to using these powers and management tools.

Officers and Police Staff engaged in offender management will act to deliver the highest professional standards in their service to the public within their policing principles and standards of professional behaviour.

Officers and Police Staff should make use of the National Decision Making Model (NDM) in considering their response with the code of ethics at the centre of any decision making.



THRIVE

THRIVE (Threat, Harm, Risk, Investigation, Vulnerability & Engagement) has been introduced in order to ensure that safeguarding and professional curiosity amongst staff is maximised.

THRIVE is a fundamental tool for guiding staff when assessing incoming calls for service, investigations and incidents. It provides a useful mnemonic for remembering the fundamental principles associated with managing risk.

THRIVE will be embedded within the Offender Management Unit (OMU) and this policy sets the expectation that this principle will be used when dealing with harm causing nominals.

9.0 HOME OFFICE – OFFENDER MANAGEMENT KEY PRINCIPLES

- all partners manage offenders together
- to deliver a local response to local problems
- with all offenders potentially in scope
- facing up to their responsibility or facing the consequences
- with best use made of existing programmes and governance arrangements
- to achieve long-term desistance from crime

10.0 RISK ASSESSMENTS

The offender management units will provide continual risk assessment to ensure that those posing the most risk are managed and remain in scope.

Multiple assessments will be taken into account dependent on the offenders offending behaviour.

- Domestic Abuse – ORAT & DASH
- RSO / Violence – ARMS, RM2000 & MAPPA category & level
- Organised Crime – National / regional Mapping

All nominals will be subject to a MoRILE assessment in order to ensure that the harm causing nominal is managed in-line with the organisations priorities (Control Strategy).

The Red, Amber & Green (RAG) system for managing risk will be used to highlight offender's status and for officers and Staffs knowledge and understanding via the IOM system.

In order to enhance information sharing the Alliance will recognise the Probation definitions of harm.

- Risk of harm
- Risk of offending

11.0 REFERRAL ROUTES, SCREENING & SELECTION

There are a number of different routes onto the scheme

- Referrals – In Force and Partnership
- Prison release screening
- Multi-agency screening - OGRS's
- Via the daily business / arrests / intelligence / repeat offender list
- MAPPA screening
- MARAC referrals from the Chair
- Out of area / Cross Border transfers

Whilst referral routes may differ the “One Day One Conversation” (ODOC) meetings will provide oversight for the selection of offenders as organisational targets.

Offenders will be scored away from this process and presented at the next meeting with the rationale and a brief summary of the risk management plan. [See Appendix A.](#)

MoRILE scoring will be undertaken; this will be presented within the risk management plan and recorded on the Alliance based database for all offenders (Spreadsheet stored on the J Drive).

ODOC meetings will feed into the local Tasking and Co-ordination Groups and provide the Alliance-wide tasking and co-ordination group with details of the current threat level presented by the cohorts.

11.1 De-Selection

Those that no longer require a premium service will be downgraded to low risk (Green RAG) to be kept in scope for monitoring.

Currently the offender management system does not have a provision to make offenders dormant and therefore they will be retained as low risk – the RMP will make it clear that the nominals are retained “In Scope” only.

This is to ensure that the organisation is able to respond to the escalation in offending behaviour and utilise the RAG system when required. This will ensure agility in responding to risk.

When that risk is reduced we shall remove the flags and IOM status

11.2 Management approach

Offenders will be provided with a through risk management plan which will outline the level of service that the nominal will receive which is outlined below.

The RAG approach will help to shape the most appropriate level of intervention required and it should be noted that flagging up and gravity down through the RAG system should have a direct impact on the level of supervision provided. E.g. If an offender is raised to red/high risk then the level of supervision should be increased.

11.3 Catch & Control

Ownership by the OMU with support where required from Co-ordinators.

An enforcement response aimed at those causing harm, those that are unmanageable in other areas of the business and those that require a robust organisational response.

Please note, this strand has been adapted by the Home Office approach of “Catch & Control”, taking into account the changes to the cohort and shift towards high harm groups whereby often securing conviction is problematic. The control element refers to bail conditions, use of DVPN/O legislation, anti social behaviour legislation et al.

11.4 Engage/Premium Service

Those who are subject to intensive supervision and supervised by the Co-ordinators

Dependant on their RAG status they will be subject to a robust risk management plan, taking into account the following (list not exhaustive):

- 1-2-1 management
- Full IOM licence conditions
- Enhanced drug testing regime
- Multi-agency management
- Increased scrutiny through the CJS
- Pathway interventions

11.5 In Scope

Those who are risk assessed as low risk / those that do not require a premium service but require additional monitoring. They will remain subject to a full risk management plan and be subject to the following (list not exhaustive):

- Monitoring through Force & National systems such as PINS / PNC
- Frequent risk assessment
- Elevation if required in-line with new intelligence

12.0 COHORTS

Offender Management will provide a coordinated response to harm causing nominals that present a credible threat to the community. It will use the tools provided by Integrated Offender Management (IOM) to maximise every opportunity to reduce offending, increase recidivism and increase the effectiveness of enforcement activity.

Offender management will include offenders from the following cohorts:

12.1 Organised crime groups – OCGM

Mapped offenders engaged in serious organised crime

N.B. OM can manage those whose offending behaviour matches this crime type but are not mapped as being affiliated with a group

12.2 Multi agency public protection arrangements – MAPPA

MAPPA will retain the oversight for MAPPA eligible offenders, local panels will ensure governance and the upholding of partnership management. The OMU will provide resource in order to service the demand presented by these nominals and ensure that there is appropriate points of contact to respond to MAPPA panel recommendations.

⇒ Category One – Registered Sex Offenders

Registered Sex Offenders (RSO) will be managed by the OMU – specifically by the RSOM Officers with support from the wider OMU function to maintain the legislative requirements associated with being an RSO (ARMS / VISOR etc)

⇒ Category Two - Violent and other sexual offenders

Level 1

All MAPPA level one screenings will subject to the screening process to ensure that the Alliance has knowledge and experience of those who present a viable risk

All MAPPA level one screenings will be subject to the screening process to ensure that the Alliance has knowledge and experience of those who present a viable risk

Level 2

All MAPPA level two offenders will be added to the Offender Management system

They will be allocated appropriate police ownership dependent on their status; they will be subject to coordination from a Police Staff IOM Co-ordinator and the OMU DC.

Level 3

All MAPPA level three offenders will be added to the Offender Management system. They will be allocated appropriate police ownership dependent on their status; they will be subject to coordination from a Police Staff IOM Co-ordinator and the OMU DC.

12.3 Domestic Abuse Serial Perpetrators – DASP

All high risk domestic abuse offenders are eligible for cohort selection and they are subject to the referral routes into the scheme.

The main difference being with the DA cohort is that the MARAC Chair for Warwickshire must agree that the intervention is appropriate. This is to ensure that any offender based activities are balanced with victim centred intervention as the two interventions should compliment one another to ensure that the risk is manageable and not elevated.

12.4 Serious Acquisitive Crime - SAC

Those who cause the very most serious risk to the Alliance in terms of Serious Acquisitive Crime will be managed under IOM. This will not include those who can be dealt with in Force as business as usual.

Those within the SAC cohort will be engaged in offending behaviour which:

- is substantial, organised and forms part of a series
- has an aggravating factor which contributes to risk
- has an impact on the local policing area which seriously undermines public confidence

12.5 Cross Border (Warwickshire Specific)

The cross border cohort provides two basic functions:

1. It provides local oversight for those that pose the most significant threat to the Alliance that travel across borders to commit crime.

2. It provides a tasking and co-ordination element for nominals being transferred into the Alliance and transferred out to other Force areas.

This function provides a strong co-ordination function that provides connection between interested areas and stakeholders involved in the management of the harm causer's case. Reducing duplication, increasing efficiency and providing risk management opportunities'.

13.0 MULTI-AGENCY WORKING

Whilst this policy considers the Alliance' response to harm causers. It is acknowledged that Offender Management is a multi-agency task which requires considerate information sharing, joint working and collaborative risk management planning.

14.0 OFFENDER MANAGEMENT SYSTEM

The long term options for an Alliance based Offender Management system are aimed towards Athena. The ambition for this system is to provide a multi-agency platform for sharing information.

Until this time the Offender Management tab which is accessed via the Alliance-wide Briefing and tasking system will be used, via the IOM tab.

Each nominal will have an offender profile and accompanying risk management plan.

15.0 FLAGS & MARKERS

PNC

All offenders managed under IOM will be subject to PP markers for flagging on PNC

Due to the lack of PNC IOM flag, all offenders will have to be marked as PPO with the marker, the free text will denote the Criminal Justice response which is required and highlight the nominal's offending behaviour.

E.g. Prolific offender managed by **(INSERT OMU DETAILS)** premium service required

Or

E.g. REM. No premium service. Contact **(INSERT OMU DETAILS)**

15.1 PINS

Each nominal will be flagged on the PINS system, this will be undertaken locally and at a Force level by the Systems Administration Department to ensure that those entering the prison system with the appropriate marker to highlight their status as an IOM nominal.

15.2 Informing Statutory Agencies

Due to the impact OM has on the supervision of offenders, it is imperative that the Youth Offending Team, Community Rehabilitation Company (CRC) and the National Probation Service (NPS) are informed.

These agencies will add the appropriate IOM flags to their systems (Child View and N-Delius)

This is incredibly important as not only does it promote joint working, but has an impact on levels of supervision, licence conditions and enforcement.

Other agencies will be informed via business as usual principles such as social services and children services.

Appendix A

[Selection Criteria Flowchart](#)