

IOM Strategy Refresh

1. Integrated Offender Management is the joint management of offenders by police, probation and other partner agencies (including local authorities, drug and alcohol support services, mental health services, accommodation providers and voluntary sector organisations). All partners are involved in the case management of IOM offenders, and work with offenders to offer priority access to rehabilitative interventions and services. In the event of reoffending, police and probation will take necessary enforcement action. These strands of work are facilitated by close partnership working and information sharing between police, probation and other partner agencies. IOM aims to rehabilitate offenders, addressing underlying criminogenic needs, to reduce the likelihood of reoffending.
2. IOM is not a statutory management arrangement. In recent years, IOM has been driven locally, and schemes have selected their IOM cohorts based on local, rather than national, priorities. Across the country, schemes have worked with a wide range of cohorts: serious acquisitive offenders, gangs, domestic violence perpetrators etc. Offenders managed on IOM can be either on licence or serving a community order, and, in instances where a licence or order expires whilst an offender is still engaged with IOM, can be non-statutory.
3. A recent inspection by HMIP and HMICFRS found that IOM had ‘lost its way.’ They noted an absence of national strategic leadership for IOM, and that the diversity of cohorts being worked with across England and Wales has exacerbated IOM’s lack of national consistency. HMIP and HMICFRS recommended that the MoJ and HO should refresh the joint IOM strategy, and provide clear leadership and support for the delivery of IOM and sharing of best practice.
4. We (the MoJ and HO) have now undertaken this work and refreshed the joint IOM strategy. The strategy seeks to bring consistency to IOM around aims and cohort selection. IOM aims to **make communities safer by reducing reoffending**. The strategy refocuses IOM on **neighbourhood crime** (burglary, robbery, theft from the person and vehicle theft). The strategy also enables schemes to retain their local flexibility, and to work with other cohorts when they have sufficient resource to do so, by using a ‘fixed, flex and free’ model for cohort selection. The ‘fixed’ portion of the cohort should draw from offenders who have committed specifically neighbourhood offences; the ‘flex’ portion is space for offenders who may not have committed neighbourhood crime offences but who would benefit from a neighbourhood crime IOM approach; and the ‘free’ portion enables schemes to work with entirely different cohorts, requiring a separate tailored approach with different pathways (e.g. domestic abuse offenders).
5. The decision to focus IOM on neighbourhood crime has been made for several reasons. These include:
 - The IOM approach works well for this cohort of offenders, who often have multiple criminogenic needs. Taking a needs-based approach to managing these offenders can reduce the underlying drivers of crime.

- The aim of IOM is to make communities safer by reducing reoffending. Neighbourhood crime offences have some of the highest reoffending rates across all offence types. Reducing reoffending within this cohort will have a significant impact on overall reoffending rates.
 - It is one of this Government's criminal justice priorities to drive down neighbourhood crime. Neighbourhood crimes have low suspect identification rates, undermining public confidence in the justice system.
 - There is a tried and tested model for IOM with acquisitive offenders – many of the necessary partnership relationships are already established, and working with this cohort does not create additional training needs.
6. Following the publication of this strategy, we are committed to publishing operational guidance in 2021. This guidance should assist schemes with the implementation of the strategy, and ensure that schemes feel supported by the centre in their local delivery of IOM. We also plan to conduct a national evaluation of IOM once the strategy has been operationalised, to increase the evidence base for IOM and ensure that IOM is meeting its aims.