

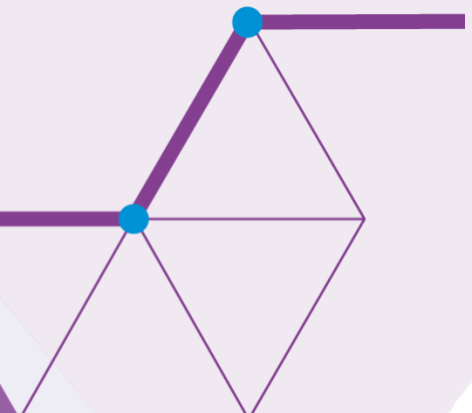


HM Prison &
Probation Service

HMPPS Offender Management in Custody Model

Male Closed Estate

Spring 2019





Executive Summary

HMPPS's vision for offender management in custody is:

Everyone in prison should have the opportunity to transform their lives by using their time in custody constructively to reduce their risk of harm and reoffending; to plan their resettlement; and to improve their prospects of becoming safe, law-abiding and valuable member of society.

The OMiC project is making transformational improvements in the way we support and case manage prisoners through their sentences and will deliver this through the following changes:

- Providing significant investment so that our front-line staff can focus on building relationships with prisoners to support them to change their lives by introducing key work in all male closed prisons
- Moving responsibility for case management into the prison for the duration of the custodial period for prisoners serving longer term sentences
- Prioritising allocation of resources for case management based on risk, sentence length and complexity
- Ensuring staff delivering case management work are suitably skilled and supported
- Delivering a bespoke offender management model for women based on the different challenges and opportunities in the women's estate.

The benefits of these improvements are envisioned to be:

- To make improvements in prison safety – we need prisoners to feel safe, secure and settled in our prisons

- To engage prisoners – we know relationships can make a difference and want prisoners to have trusting relationships with staff to help them take responsibility for their own rehabilitation
- To improve rehabilitation and public protection in prison – by focusing on delivering improvements in sentence planning we will ensure better rehabilitative interventions and services which will have a greater impact
- To support our front-line staff in making a difference by professionalising roles
- Change will be iterative – first step towards a more flexible model which means we can adjust in line with policy changes and capitalise on digital improvements

This document will provide the context for the creation of the OMiC model and the purpose and vision for the future of offender management in custody. The OMiC model described in this document relates to both Public Sector Prisons and Privately Managed Prisons. The OMiC model is also aligned to the Prison Estate Transformation programme that aims to simplify the journey through custody. For clarity, this document refers to offender management as case management and the term “offender” has been replaced with man, women or individual.

The OMiC model has two distinct but interconnected parts: **key work** and **case management**.

Key work is a core part of Prison Officers/Prison Custody Officers work. The role of the key worker is to develop constructive, motivational relationships with people in prison, supporting them to make appropriate choices and giving them hope and responsibility for their own development through one-to-one key work sessions.

In the closed male estate each residential Prison Officer/Prison Custody Officer will undertake key work sessions with around 6 people in prison. Resourcing will be for 45 minutes per week, per person and this will include all civil, remand and sentenced individuals. For women, key work provision will be assessed upon level of complexity.

The **case management** part of the OMiC model relates to offender management activities undertaken in both custody and the community for people who are serving a custodial sentence. The model introduces a dedicated role of **Prison Offender Manager**; who will be line managed by the Senior Probation Officer in the new role of Head of Offender Management Delivery in the Offender Management Unit (OMU).

Prison Offender Managers will either be:

- In Public Sector Prisons – a Probation Officer or an operational or non-operational Band 4 prison member of staff
- For Privately Managed Prisons – a Probation Officer or employee of the prison or a contracted member of staff.

The decision about who has responsibility will be based on tier and the individual's sentence. A new HMPPS tiering framework has been developed for custody which is aligned to the tiering in the community.

Within the community, National Probation Service will have Community Offender Managers who could be either a Probation Officer or a Probation Service Officer. The arrangements within Community Rehabilitation Companies remain as they are, with no changes to current contracts.

In public sector prisons **Offender Management Units** will be managed and led by both the current prison manager, in a new role of Head of Offender Management Services and Senior Probation Officer(s) in the role of Head of Offender Management Delivery.

A distinguishing feature of the model is the **responsibility** for offender management moving from the National Probation Service community team into custody for longer term sentenced individuals allocated to the National Probation Service.

As a result, the responsibility for offender management for many individuals will be held by the Prison Offender Manager during the main part of their custodial sentence and will only be handed over to a newly assigned National Probation Service Community Offender Manager during the pre-release or first parole phase. This allows us to provide a service which is tailored to the needs, risk and complexity of each case, with those presenting the most risk being allocated an increased service. This can be seen most pertinently, in the introduction of **one-to-one supervision** with Prison Offender Managers in custody.

Under the OMIC model the intensity of offender management provision an individual will receive will be dependent on a number of factors which include risk, need, and complexity, time left to serve and sentence type. Further explanation of the way in which the provision has been allocated is referenced in the "individual's sentence journey" section of this document. Whilst there are changes to the way in which case management is delivered, much will remain the same, particularly for those serving short sentences where the Prison Offender Manager will provide the Community Offender Manager with the same services that they receive currently.

It is important to highlight that this model is a framework that underpins offender management in custody. There will be occasions where individuals may require additional resources than others during their sentence. Therefore the decision to allocate extra resource will be made in consultation and agreement with the Head of Offender Management Delivery. In making this decision, the

Head of Offender Management Delivery will take into consideration their staffing numbers and where it is agreed where one person needs additional resources they will also assess the impact on those that will, as a consequence, get less.

All sentenced individuals will be allocated a Prison Offender Manager who will undertake all relevant offender management activities that could include the following:

- Categorisation
- Public Protection Screening
- Risk assessment
- Screening for interventions
- Release on Temporary Licence (ROTL) assessments
- Home Detention curfew (HDC)
- Handover to the community

Additional case management tasks listed below will be delivered to all cases with the **exception of individuals serving under 10 months or those with up to 48 months left to serve at sentence who are low risk of serious harm.**

- Full OASys risk assessments
- Sentence planning meetings and reviews
- One to one supervision
- Handover meeting with the Community Offender Manager

Handovers are and always will be a critical phase. These can include either moving from one prison to another; from the youth estate to the adult estate or from prison back into the community. As such, emphasis has been placed on each handover; for example, this includes the introduction of a **handover meeting** for those serving longer sentences and individuals who have experienced care. The focus will be recognising both achievements and challenges, by looking back over the sentence, along with looking forward, to prepare the individual for release. For cases that are not eligible for a handover meeting, they will have a pre-release handover report that will be shared with their Responsible Officer in the community.

The **parole process** is an important phase in many individual's journeys. The OMIC model builds on the already excellent work between prison and probation in relation to the parole process and streamlines and clarifies the process by only having one report. This has therefore, allowed for the development of a new PAROM1 Parole Report which will replace the current PAROM1 and the prison Sentence Planning Review Report (SPRL) completed by the Offender Supervisor. So there is only **one report**, not two, submitted to the Parole Board.

At the heart of making this work and enabling information sharing and recording of good case notes, there will be the introduction of **Excellence and Quality in Probation Processes (EQuIP)** which is a process mapping software tool. All offender management tasks have been process mapped allowing for Offender Management Units across England and Wales to have access to these processes, guidance and relevant forms. A new approach to case notes entry has also been developed which is supported by a new case note interface between NOMIS and NDelius, the HMPPS and National Probation Service case management systems respectively.

The **Offender Personality Disorder (OPD)** pathway has also been redesigned to enable delivery of the Offender Personality Disorder specification in prison for when the Prison Offender Manager is responsible. This is the core specification that is currently being delivered in partnership between National Health Service England and HMPPS via mental health input to National Probation Service community teams. This enables delivery of the Offender Personality Disorder pathway in both custody and the community.

Within custody, the Offender Personality Disorder specification element of the pathway will be delivered by HMPPS Psychology Service to Prison Offender Managers in Public Sector Prisons. In Privately Managed Prisons the Offender Personality Disorder specification will either be provided by HMPPS Psychology or by the National Health Service provider. The decision about which service is most appropriate for each establishment will be made by the co-commissioners. In the community, the service will remain 'as is', with it being delivered by current National Health Service Health providers to Community Offender Managers.

An important element of the Offender Personality Disorder programme, alongside supporting offender managers to manage some very complex individuals, is developing the workforce both in prison and the community through Offender Personality Disorder specific training and development.

Background

Offender Management Framework 2006

The National Offender Management Service Offender Management Model, published in May 2006, set out the ambition of a single end-to-end approach to offender management for priority offenders. It aspired to be 'flexible enough to respond to the different needs, circumstances and motivation of offenders' and to be applied across the wide range of sentences.

Central to that aim was the assignment of a single offender manager, who would sit in the community and be responsible for the offender's complete journey through his/her sentence. For custodial cases, they would also provide continuity during any change of establishment, through release and beyond.

In Phase One, 2006, offenders in the community were prioritised, followed by people in prison with high risk of serious harm in Phase Two.

In Phase Three, 2008, the scope was widened to include individuals with an indeterminate sentence of Imprisonment for Public Protection.

In 2012, all others sentenced to twelve months or more in custody were assigned an Offender Supervisor in their establishment with the responsibility on the Offender Supervisor to provide the case management. (In effect, they were made Offender Managers for this group.)

The structure was intended to be fully rolled out across custody and the community. It was crucially based on two assumptions, that:

- There would be a single case record and communication system across community and custody

- Sentencing reforms would reduce the number of individuals sent to prison which would make it affordable to extend the model to all

This is the model HMPPS has continued to aspire to up until now. It is understood that the landscape has changed substantially since 2006, bringing significant challenge to the model, as well as important opportunities for revision and improvement. Additionally, due to other significant change programmes, the realisation of the offender management framework has not been fully achieved.

Her Majesty's Inspectorate of Prisons (HMIP) Third Aggregate report 2013

The 2013 Her Majesty's Inspectorate of Prisons Third Aggregate report into offender management recognised that there were ongoing concerns in the way the model envisaged delivering offender management in both to prisons and probation.

The report, importantly recognised that:

- The custodial phase of the sentence was not providing effective offender management
- The ambition of the offender management framework to provide continuity to the offender, via an engaged Community Offender Manager, was not being delivered.

As a result National Offender Management Service commissioned a review of the model, focusing on the custodial period, including the critical transition between community and custody.

Offender Management Review 2015

The Offender Management Review was launched in 2015 which conducted extensive fieldwork in probation and prisons, gathered academic and practice evidence and consulted people in prison and over 500 operational staff of all grades.

The Offender Management Review proposed a new model through high level recommendations, which have been the bedrock of the new OMiC model and vision.

Vision of the OMiC model

Everyone in prison should have the opportunity to transform their lives by using their time in custody constructively to reduce their risk of harm and reoffending; to plan their resettlement; and to improve their prospects of becoming a safe, law-abiding and valuable member of society.

HMPPS will provide this opportunity through the OMiC model by:

- Encouraging and supporting Governors and directors to develop a rehabilitative prison culture that is consistently engaging, constructively challenging and rehabilitative for all, by tapping into the passion and commitment of staff and fostering individual's responsibility for their own rehabilitation
- Supporting Governors and directors to lead the implementation of the new OMiC model in collaboration with National Probation Service colleagues; and with the support of at least one Senior Probation Officer in each Public Sector and Privately Managed Prisons
- Providing case management for everyone in prison, focusing our limited resources where they are needed most, by providing additional case management provision for the highest priority individuals at the right time during their sentence, delivered from within the prison by a dedicated Prison Offender Manager
- Ensuring everyone in male closed prisons has key work to engage, motivate, support and signpost them; resulting in individuals feeling safer, calmer and more settled, leading to improvements in safety across prisons
- Aligning the OMiC model with reconfiguration which will ensure that each individual's progress through the prison system is supported by the right resources and offender management processes at the right time and place
- Ensuring case management staff are appropriately skilled and supported. We will provide suitable training and continuous opportunities to develop, with career progression based on merit



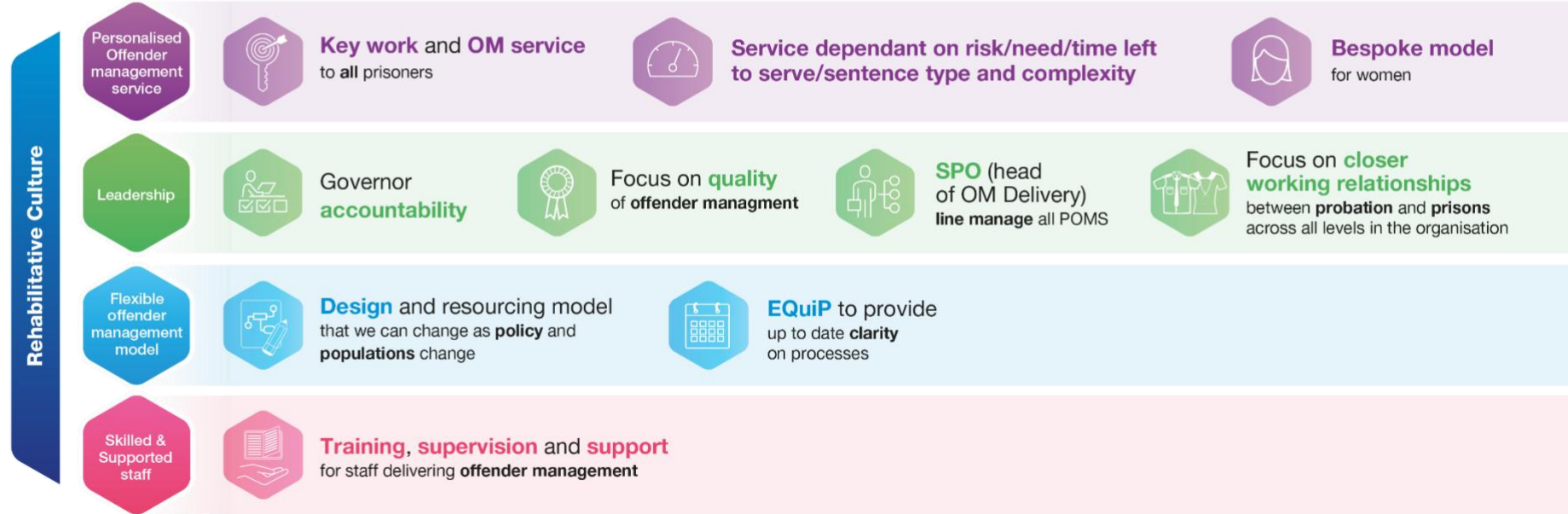
HMPPS OM in Custody Operating Model

- Providing Governors and directors with streamlined and efficient administrative processes which are supported by EQuIP, a process management tool, to provide clarity about the work required and easy access to policy, guidance and nationally agreed templates

Overview: OMiC

OMiC	✓ Leadership and rehabilitative culture development	✓ Key work	✓ Change in policy for long-term NPS cases where allocation to community offender manager will happen at the end of the custodial sentence	✓ Engagement & one-to-one supervision in custody	✓ Handovers –prison-prison; prison-community. Pre-release board and information sharing between prison-community	✓ Digital Enabling	✓ Case notes (key work, prison OM and selected system-generated case note transfer to Dellus)	✓ Access to information held in Dellus and changes to NOMIS	✓ OASys changes	✓ Parole report	✓ Staff training & Quality including probation qualified manager in every prison to focus on quality delivery
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HMPPS Offender Management in custody overview





Closed male estate

The model for the male closed estate is for both Public Sector Prisons and Privately Managed Prisons (PMPs).

Every individual will be allocated a key worker who will meet with them regularly and spend approximately forty five minutes per week, this includes civil and remand sentenced individuals.

The intensity of case management provision will be dependent on factors including level of risk and sentence length in line with the HMPPS tiering model for custody.

Privately Managed Estate

High risk of harm cases will have Probation Officer oversight in privately managed prisons (PMPs) using a case management support model.

The case management support model provides oversight of all high-risk cases by qualified Probation Officers and is an extension of a model of delivery in common usage across the National Probation Service. In the model which will be delivered in privately managed prisons, each prisoner identified as **high risk (Tier B) and where responsibility sits in the prison**, will have an allocated Probation Officer who is ultimately responsible for managing the risk the offender poses. The case management support role will be undertaken by a range of staff currently employed in privately managed prisons as Offender Supervisors and includes Prison Custody Officers and contracted staff.

The Probation Officer would be responsible for OASys risk assessment, one to one supervision, reviews of the assessment, sentence planning meetings and all work in relation to MALRAP, MAPPA, Offender Personality Disorder and parole, as well as being involved in the handovers to the Community Offender Manager. The case management support staff would undertake specific work identified

in the sentence plan such as referrals, information gathering and liaison with other agencies including contact with Victim Liaison Officers.

Current contracts with privately managed prisons are output or outcome based and the Authority provides the required policies or frameworks and the contractor then decides *how* to deliver this to an agreed price. In practice this means that the privately managed prisons have adopted very different staffing models and approaches to offender supervision in each of the prisons, much of which is delivered to an excellent standard. The OMIC model provides an opportunity to further develop practice in privately managed prisons.

Model of two parts: key work and case management

Summary of key work

Key work is a new task and will be an integral part of being a Prison Officer/Prison Custody Officer. All Prison Officers/Prison Custody Officers working on residential units are expected to engage with and support a small caseload of people in prison and be a positive role model of trust and accountability. Every individual in male closed prisons, including those on remand, will be allocated a key worker. For women, all individuals assessed as low and medium complexity will have key work delivered by Prison Officers/Prison Custody Officers, assessed high complex women will receive additional time with their Prison Offender Manager.

Summary of case management

Under the OMIC model the type of case management service an individual will receive will be dependent on risk, need, complexity, time left to serve and sentence type. Case management is the processes and specific tasks required by policy to manage individuals through their sentences and applies mainly to sentenced individuals but includes some specific tasks for those on remand. The work can be undertaken by an Offender Manager based in prison or the community. Governors are, and will continue to be, responsible for individuals in their care and OMIC introduces a policy change to individuals allocated to the National Probation Service who have more than 10 months left to serve. These prisoners will only have a Prison Offender Manager with responsibility for their management and no longer have an Offender Manager in the community.

Case management consist of managing cases where there is no Community Offender Manager allocated (long term cases) and supporting the Community Offender Manger where they have been allocated (short term cases).

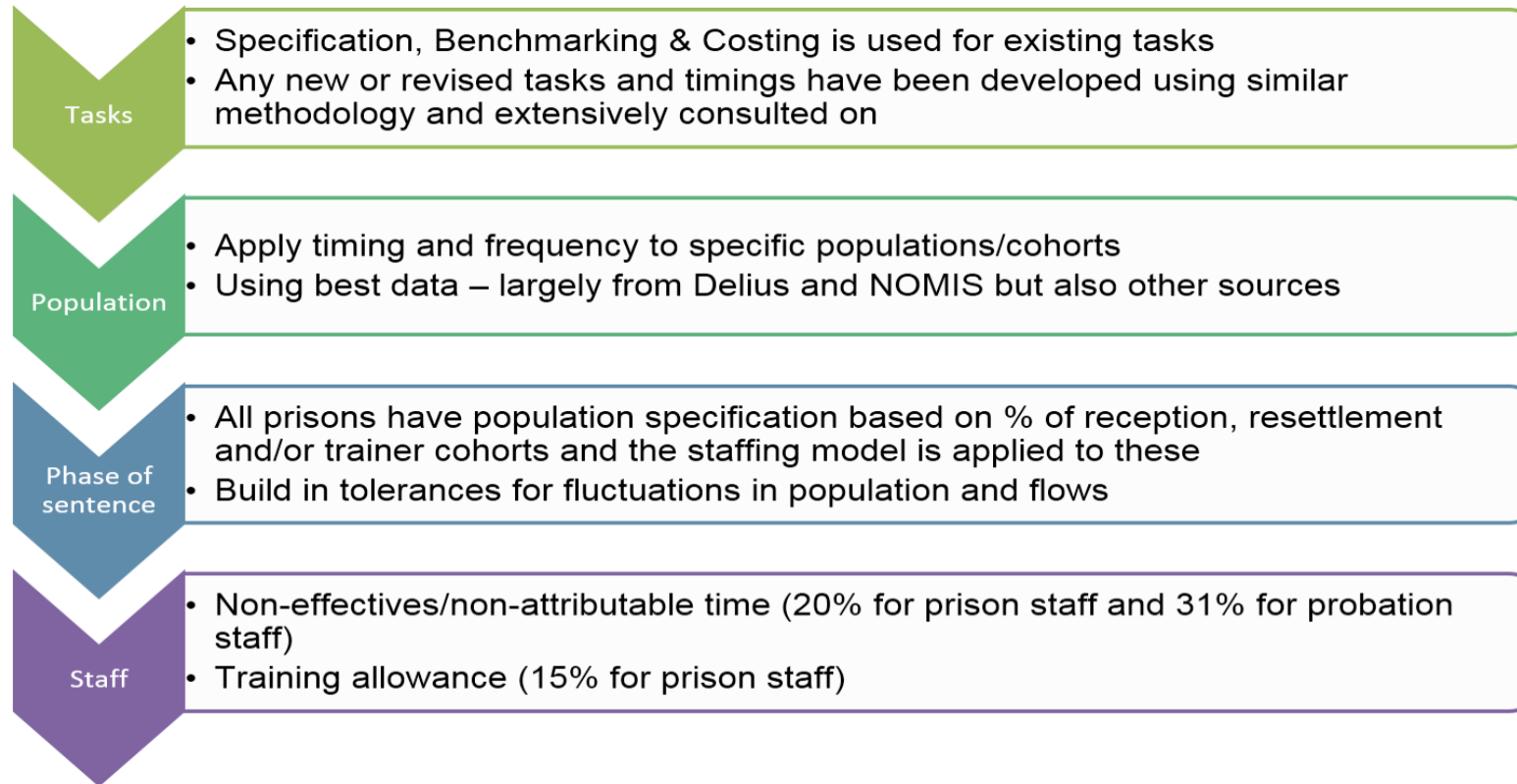
In prison, Offender Managers, are called Prison Offender Managers (replacing the current Offender Supervisor role); they could be a band 4 prison member of staff or a National Probation Service Probation Officer.

In the community, National Probation Service community teams will have Community Offender Managers and Community Rehabilitation Companies will have community Responsible Officers (the role has not been changed and Community Rehabilitation Companies are expected to continue to deliver as per contractual arrangements).

In Wales, due to the unique delivery landscape it has provided an opportunity to further integrate the delivery of both prison and probation services and scope delivery of probation services to the distinct characteristics of Wales arising from the existing devolution settlements. When the current Wales Community Rehabilitation Company contract comes to an end, all offender management functions will be brought together, with the National Probation Service in Wales assuming responsibility for the management of all offenders – high, medium and low-risk, with option for rehabilitation and resettlement services being commissioned from private and third sector providers.

Resourcing case management

Careful attention has been paid to ensure that resources for the new OMiC model are in place in both custody and in National Probation Service community teams. Change will be iterative which requires a review of the resourcing annually which is the first step towards a more flexible model that can adjust in line with policy changes and capitalise on digital improvements. The resourcing model is based on a calculation of all offender management tasks from remand period to resettlement phase and discharge from prison. There are hundreds of tasks in the resourcing model, some of which apply to everyone, like categorisation, and others that only apply to a small subsection of the population, like determinate sentenced parole. More information about the requirements of tasks is available in EQuIP.



OMiC and Prison Estate Transformation Programme (Male estate only)

The Prison Safety and Reform White Paper (November, 2016) set out the need to deliver an estate fit to enable reform, with a vision of the prison estate that is less crowded, better organised, and increasingly made up of modern, fit for purpose accommodation.

Underpinning this vision was the need to simplify how the male closed prison estate is organised. Currently, we have a system where prisons have a predominant function, such as local prisons serving the courts, but in reality have populations that are often a complex mix of different types of people with diverse needs.

Delivering a number of functions across multiple segments of the prison population makes it difficult for Governors to operate effectively: no regime can adequately cater for the range of risks and needs. The result is that we are neither efficient in our use of the estate nor effective in how we allocate individuals within it.

The Prison Estates Transformation programme is responsible for delivering the vision of the Male estate set out in the White Paper of a simplified estate with: reception, training and resettlement prisons.

As well as re-organising the Male estate within this functional model, Prison Estate Transformation Programme has created Models for Operational Delivery for each functional type. These models are designed to set out how a prison could achieve its purpose and meet the needs of the new population it holds.

Through reconfiguration we are investing in, and re-organising, the male estate to create a system where specific groups (or cohorts) of people are placed in prisons that have a clear function with a regime that effectively meets the needs of its population, as set out in the Models of Operational Delivery.

The work to reconfigure the estate has begun with the creation of:

- A smaller, core network of reception prisons serving the courts on behalf of the prison estate

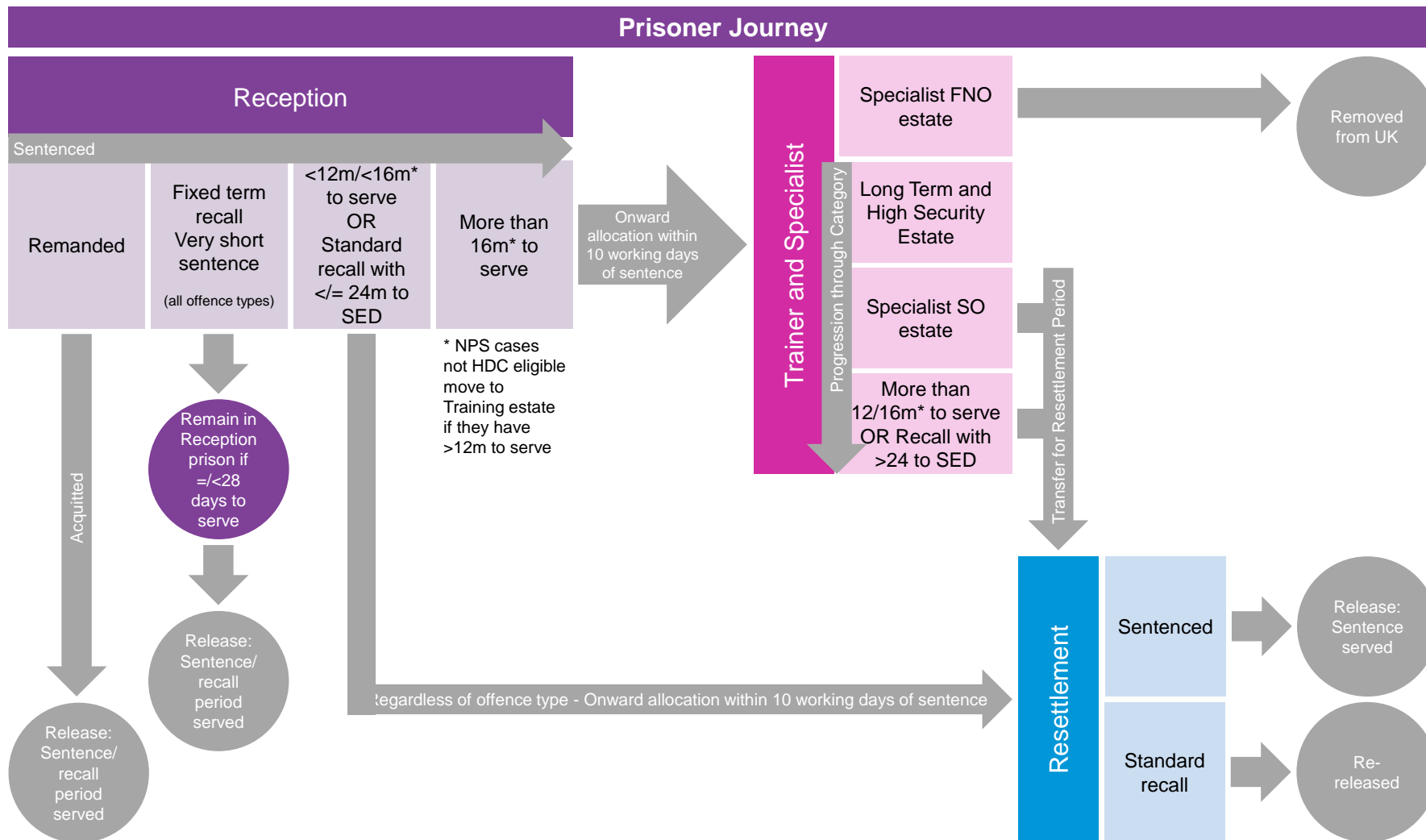
- Training prisons which will hold sentenced individuals who need to engage in their sentence plan

In addition to the three main functions there will be some specialist training prisons. These include prisons which hold only men convicted of sexual offences (during their training phase), foreign national prisoners 'of interest' to the Home Office (at the point they become identified) and those who meet the criteria for the High Security Estate.

The cohort strategy underpins the transformation of the estate by changing the way different cohorts are grouped together, allocating these to specific prisons and determining the function of each establishment based on the groups of individuals it holds. This work has been aligned to the new OMiC model to ensure that resources and offender management processes take place in the right prison at the right time.

Some prisons will have only one function but the majority will have two functions. For example, all reception prisons will also have a resettlement function and clearly defined elements of their operational capacity relevant to each cohort. While all prisons will be required to deliver their functional requirements, this model will provide clarity of purpose, enabling clearer accountability between the function (and functions) each prison has, and the outcomes the Governor or director is expected to achieve.

This flowchart sets out how individuals within the Male estate will be allocated through the prison system:



This table sets out the different prison functions and the OM tasks in the new OMIC model:

Prison Functions			
Key Focus and Offender Management Tasks			
Reception / Resettlement	Trainer	Trainer / Resettlement	Trainer / Resettlement
<p>Reception:</p> <ul style="list-style-type: none"> • Keeping prisoners safe and calm • Relationship with courts • VCC • Initial categorisation and onward allocation 	<p>Trainer:</p> <ul style="list-style-type: none"> • Rehabilitation • Engagement with prison offender manager • Work, education and training • Accredited interventions • Industries • Family contact • Parole 	<p>Trainer</p> <ul style="list-style-type: none"> • Rehabilitation • Engagement with prison offender manager • Work, education and training • Accredited interventions • Industries • Family contact 	<p>Resettlement:</p> <ul style="list-style-type: none"> • Preparation for release • HDC • ROTL • MAPPAs arrangements • CRC resettlement provision • Engagement with community offender manager / responsible officer • Parole
<p>Resettlement:</p> <ul style="list-style-type: none"> • Preparation for release • HDC • ROTL • MAPPAs arrangements • CRC resettlement provision • Engagement with community offender manager / responsible officer • Parole 	<p>Specialist FNO</p> <p>FNO Specialist:</p> <ul style="list-style-type: none"> • Keeping prisoners safe & calm • Relationships with HOIE • Work, education & training • Engagement with prison offender manager • Family contact • Rehabilitation • Parole • Preparation for release • ROTL • MAPPAs arrangements • Engagement with community offender manager / responsible officer 	<p>Resettlement:</p> <ul style="list-style-type: none"> • Preparation for release • HDC • ROTL • MAPPAs arrangements • CRC resettlement provision • Engagement with community offender manager / responsible officer • Parole 	

OMiC model staffing structure and roles

Prison Officer undertaking key work

Key work is to promote relationships that are rehabilitative and constructive between staff and individuals in establishments. The aim is to foster positive behaviour through: pro-social modelling, dynamic security, fairness, decency and guidance. The use of key work will encourage individuals to identify their strengths and support them in addressing needs which are linked to their offending behaviour or lifestyle.

Key work champion

Key work champions will support Prison Officers/Prison Custody Officers and establishments to introduce, embed and to champion key work. They will: motivate and encourage those new to the role; act as a buddy to support and ensure consistency; assist with the training, supervision and ongoing support of key work and to develop and share best practice

Prison Offender Manager

This is a new prison-based role. Responsibilities include:

- Managing cases – being responsible for assessment, sentence planning, reviews and the delivery of other case management tasks dependent on length of sentence, type, level of risk etc.
- Supporting the Community Offender Manager by delivering specific tasks such as as Home Detention Curfew and Release on Temporary Licence assessments and preparation for release

Community Offender Manager

Much of the work of the Community Offender Manager remains the same but for custodial cases there are some important differences.

- Community cases – same as now
- Short term cases (less than 10 months left to serve at sentence) - Responsibility remains with the Community Officer Manager including assessments. They will receive support from the Prison Offender Manager for tasks such as Release on Temporary Licence and Home Detention Curfew. Should they decide the individual needs further support to change and address risk of harm/reoffending, they may direct the Prison Offender Manager to undertake specific one-to-one supervision work with the individual during their sentence. This would be captured in the sentence plan including handover at the end of the custodial period
- Long-term cases – The Prison Offender Manager will be responsible for the case and input from the Community Offender Manager will commence during the resettlement/parole phase. They will be expected to liaise with the Prison Offender Manager during this time, ensuing best practice of information sharing and gaining a good understanding of the case.

Community Rehabilitation Company Responsible Officer

Much of the work of the Responsible Officer remains the same but for custodial cases there are some important differences:

- Community sentences – same as now
- Through the Gate services for all individuals
- Twelve weeks prior to release Responsible Officer takes responsibility for the case and the handover is supported by the Prison Offender Manager

Head of Offender Management Delivery – Senior Probation Officer

For public sector and privately managed prisons, a Senior Probation Officer will be deployed into the role of Head of Offender Management Delivery from the National Probation Service for a number of years. The role of the Head of Offender Management Delivery, as a key strategic partner to the Governor and leading the work in the Offender Management Unit is fundamental to the success of both implementation and quality of the delivery for both key work and case management. This is why the Head of Offender Management Delivery will be managed in the prison Governor's line (public sector prisons); allowing for the accountability of offender management to be within the prison Governor's responsibility.

They will:

- Be responsible for overseeing the quality of case management activity in the prison and providing assurance to the Governor/Director
- Join the prison's Senior Management Team
- They will have an important role in quality assuring key work activity
- Line manage all Prison Offender Managers (public sector prisons), ensuring that they receive development and oversight of their work
- Co-lead on case management across the prison with a focus on improving quality

Head of Offender Management Services – Prison Service Manager

The role of Head of Offender Management will become the Head of Offender Management Services. They will be responsible for managing the Offender Management Unit and its work to support OMiC.

They will:

- Work alongside the of Head of Offender Management Delivery
- Lead the work to integrate case management with reducing reoffending and other functions in the prison to ensure that the services delivered meet the needs of the individuals within the prison, are properly sequenced and coordinated and that sentence planning activities are embedded and supported by all relevant functions within the establishment.
- Continue to have line management responsibility for administrative staff in the Offender Management Unit, ensuring the staff are developed, supported and have oversight of their work will be responsible for managing the Offender Management Unit and its work to support OMiC.

Governor / Director

The Governor or Director becomes the accountable person for case management within their establishment. Whilst there is no significant legal change, there is a change in policy in respect of the management of long term allocated prisoners being transferred into custody. In public sector prisons the Governor will line manage, and seek assurance from, the Head of Offender Manager Delivery whose responsibility is to ensure that the quality of case management is maintained and effective, and build upon their expertise in risk management to embed these principles across all areas of the establishment.



Key work

Positive relationships between prisoners and staff are essential in creating an environment where individuals feel safe and settled, thus creating safer prisons. This is an underpinning objective of the OMiC project and has led to the introduction of key work.

Key work builds on the foundations of Five Minute Intervention (FMI) and seeks to develop constructive, motivational relationships with individuals in prison, supporting them to make appropriate choices, giving them hope and responsibility for their own development. It is an integral part of being a Prison Officer/Prison Custody Officer and key work training is now part of Prison Officer Entry level training.

All Prison Officers/Prison Custody Officers in the male closed and for women (remand/assessed low & medium complexity), working on residential units (current job description in Public Sector Prisons: Safe, Decent & Secure) are expected to coach and support a small caseload of around 6 people and be a positive role model of trust and accountability. Prison Officer's will record all key work sessions, discussions and progress; and time will be profiled for all key work duties.

The policy for key work is deliberately light in order to support Governors and Directors to develop key work schemes that fit their particular local circumstances. In developing key work, Governors and Directors will want to consider issues such as: the prison's function(s); average stay in the prison; sentence and offence types; and practical considerations such as the geography of the prison and availability of interview space.

The OMiC team will also share all relevant learning and best practice. The policy and guidance materials are available on the OMiC pages of the HMPPS intranet.

While each prison will be delivering a key work scheme that fits their local circumstances there also needs to be a degree of national consistency. This is so HMPPS can demonstrate, and report on, how the significant investment in staffing is being spent and to manage people's expectations as they transfer between prisons. In light of this, the following must be adhered to:

- Job evaluation scheme (JES) must be complied with
- Key worker duties must be across all residential Prison Officers
- Prison Officers/Prison Custody Officers who deliver key work (but ideally also other staff, particularly first line managers) must undertake Five Minute Intervention training and key work training before the start delivering key work
- Forty five minutes key work duties (total time including interview, liaison and recording) to be undertaken per person, per week, or for women, time dependent on assessed level of complexity
- Longer (90 minute) fortnightly sessions may be undertaken in long term training prisons may be undertaken with the approval of the Prison Group Director

The role of key work

The focus of the role is to counter the negative effects of imprisonment and to encourage individuals in prison to identify and resolve issues and concerns for themselves, in order to settle, feel safe and calm; and to engage in their rehabilitation and progress through their sentence.

When delivering key work, Prison Officers should have access to information about the people in their care, including read-only access to OASys assessments; if there is a formal sentence plan they should liaise with the Prison Offender Manager to ensure that their work is supportive of sentence planning targets.

Prison Officers will record key work meetings, discussions and progress on NOMIS which will be appraised as part of on-going quality assurance and practice improvement work. The Prison Officer delivering key work will not be directly responsible for case management, however they will work closely and collaboratively with the Prison Offender Manager to ensure progress is being made on the sentence plan.

The introduction of the key work is a significant opportunity to help us to achieve positive relationships and promote a healthy culture in which:

- Individuals in prison can feel confident in developing themselves
- Staff increase their understanding about the impact they can have on helping people make these changes

Key work will assist individuals in becoming more responsive and making the right choices. At the heart of this will be the principles of a rehabilitative culture with a focus on personal development through the building of strong working relationships. There is good evidence that getting people in prison to work on their personal development has a positive impact on reducing suicide, self-harm, violence, anger and self-isolation and improve good order which benefits everyone.

Progression plan

The progression plan is a **voluntary** tool intended to assist the engagement and building of relationships between key workers and people in prison. It does not replace a sentence plan. It is intended to be owned by an individual in prison to help them identify targets to help them feel safe, secure and settled while in custody but also allow them to set targets to progress.

The boundaries of the progression plan are clear: it is not a risk assessment tool nor is it the vehicle for setting or addressing risk or offending behaviours.

The plan could be particularly useful for an individual who has spent a significant period on remand or is serving a short sentence and would benefit from setting out some short term goals to work towards. The regular key work sessions will be a chance to review progress, identify any barriers or obstacles and identify and agree new goals.

Progression plans must not be in place for those prisoners with formal sentence plans unless they have been agreed with the Prison Offender Manager.

The most important aspect is that the progression plan is a positive experience. The aim is to help the individual to have hope and aspiration for the future, and through achievable steps and goals, understand who they need to engage with and how this can influence their life now and their future.

Training requirements

An essential element of the implementation planning for Governors, Directors, and their teams, will be planning and delivering the mandatory Five Minute Intervention and key work training to all residential Prison Officers and the addition of Becoming Trauma Informed training in the Women's estate.

This is a significant undertaking. One of the lessons learnt from the OMiC pathfinder prisons is that it is imperative that the Governor / Director and the Senior Management Team buy into this change and provide visible leadership throughout the implementation. For that reason, it is strongly recommended that their training is also extended to Custodial Managers, the Senior Management Team and other staff and stakeholders who will be involved in the implementation and delivery.

In addition to the formal training it is vital that Governors and Directors, and their teams, also consider that staff delivering key work will need:

- To understand the services that are delivered in their prisons as they will be the first person asked about many of them. Some of the OMiC pathfinder prisons have found it useful to produce a booklet to assist key work including, for example: key work policy, key work toolkit, list of interventions and services
- Support and ongoing learning opportunities to maintain their motivation and commitment. In addition to the 'non-effective' training commitment, two half-day sessions per year are included in the resource calculation for key work for on-going learning. This could take the form of action learning sets or bespoke training delivered by specialists such as Psychologists. The Head of Offender Management Delivery will have a key role in devising the strategy for this support.
- Support from the Offender Management Unit both in relation to information about specific processes, such as Release on Temporary Licence, and support in relation to how to deal with specific cases, where an individual might have disclosed previously unknown information; or to share information which indicate an increase in risk.

Key work is to be recorded on NOMIS and any information that is relevant to risk is to be shared with the Offender Management Unit. The boundary of key work is the same as ordinary Prison Officer duties, to observe, report and build relationships. Emerging evidence from OMiC pathfinder prisons and Her Majesty's Inspectorate of Prisons is that there is a vital link between key work and the Offender Management Unit. When done well, this should ensure that individuals in prison receive a joined-up case management service, where key work is the foundational element supported by staff from the Offender Management Unit who deliver risk assessment and public protection. Again, the Head of Offender Management Delivery will have an important role in devising how this is delivered.

Case management – design features

Training

Prison Offender Managers will be trained appropriately to deliver their role effectively. The training is delivered by Learning and Development. Privately managed prisons will have access to the Prison Offender Manager Learning and Development offer. Priority **(P)** and additional courses which provide the foundational skills and knowledge for prison staff to successfully undertake the Prison Offender Manager role include:

- Core Concepts and Key Skills **(P)**
- Risk Assessment, Management and Planning **(P)**
- Child Safeguarding and Domestic Abuse **(P)**
- Adult Safeguarding **(P)**
- OASys **(P)**
- Mental Health and Substance Misuse
- Working with individuals who have committed sexual offences
- Parole Reports and Oral Hearings
- Working with individuals convicted of Hate Crime
- Report Writing for Prison Offender Managers

Desistance

Desistance is a process, not an event; and desistance theory is complimentary to the OMiC model and has a clear focus on the strengths and the resilience of the individual. It not only focuses upon removing risk factors but also providing positive 'hooks for change' and developing skills for use in the individual's world and self-efficacy – the belief that they have the ability to use them to make a difference.

It is generally accepted that it is a complex connection of influences, individual, social and psychological, brings about both offending and reasons for stopping. Taking an approach that considers risk factors and strengths and the sometimes complex interplay between them is important for interventions that are most likely to make a difference to a particular individual. The progress toward stopping requires the individual to develop a more pro-social identity and to change the way they think about offending.¹

Engagement and one-to-one supervision

Building of relationships is key to desistance. For some individuals the OMiC model transfers case management responsibility into prisons, which in turn, allows for additional resource to also move into prison, enabling Prison Offender Managers to engage directly with individuals.

The personal contact the Prison Offender Manager will have with individuals, through one-to-one supervision, will be structured and work to support a reduction of risk of serious harm and reoffending.

As now, the expectation will continue in terms of quality. The one to one supervision element for those individuals who require it will include the delivery of an accurate and focused risk/need assessment with a realistic, sequenced sentence plan responding to any risk/need identified; and reliable implementation of the sentence plan.

¹ Thresholds: Effective approaches to positive change-focused 1:1 work with offenders (2011). Wilkinson, B and Kelly G.

One-to-one structured supervision should involve the use of motivational interviewing skills and cognitive behavioural techniques to focus upon criminogenic need and risk issues and build upon the people's strengths and ties to the community, as appropriate. All Prison Offender Managers will receive training to help deliver effective supervision (e.g. motivational interviewing) and will be supported by the Head of OM Delivery who will also have oversight of supervision delivery.

It will be delivered to individuals depending on the service level they receive. For those who receive supervision, the time allocated per individual is determined by tier, with the higher tier cases receiving more time per year to deliver supervision. For women, additional time will also be dependent upon assessed level of complexity.

Supervision might focus upon:

- Teaching and practicing problem solving techniques
- Recognising the specific roles of thought, emotion and behaviour
- Targeted work to address harmful behavior such as domestic abuse and sexual offending
- Targeted work addressing issues identified through the Offender Personality Disorder pathway.

For detailed guidance on the Supervision processes, Offender Managers and Case Administrators can locate these on EQuiP.

Handovers

All handovers between professionals are important, with the pre-release handover between prison and the community being the most critical. Careful thought has been given to ensure this handover is thorough and robust so that all identified risks can be appropriately managed in the community. Public protection, information sharing and relationship building between individuals and the Community Offender Manager, must be at the centre of each handover.

The OMiC design team have worked alongside the Prison Estate Transformation Programme to ensure that the new approach to moving individuals between prison functions through their sentences fits with case management activities and preserves key relationships from the person in prison's point of view at times of peak case management activity. The work of the Prison Estate Transformation Programme on prison flows relates only to the male estate. However, the handover principles apply in the same way for individuals within the Women's estate.

A form of handover activity will occur for all sentenced prisoners. For individuals whose management is the responsibility of the National Probation Service or an individual who has experienced care will receive a handover meeting with both the Prison and Community Offender Manager. This is vital meeting to 'look back' and to recognise achievements of the individual's sentence, along with any challenges that they may have faced and to 'look forward' to their release and to prepare for release on licence. The model places emphasis on the Community Offender Manager to make contact with the individual and build a relationship; time has been allocated to Community Offender Managers to engage with individuals through letter writing; telephone and video conferencing contact and prison visits, where possible. All other individual's will have a handover report completed by the Prison Offender Manager which will be sent electronically to the Responsible Officer in the community.

For detailed guidance on the Handover process Offender Managers and Case Administrators can locate these on EQuIP and in Annex E of this document.

One report / one assessment

The model introduces the concept of having one report completed by one Offender Manager. There will no longer be an SPRL completed by the prison.

Pre tariff PAROM1 reports focusing on recommendations for open conditions will be completed by Prison Offender Managers, as they are responsible for these case at this point in the sentence. On/post tariff PAROM1 reports will be completed by the Community Offender Manager and this will include information on risk assessment, sentence planning and risk management and the Community Offender Manager's recommendation. The Prison Offender Manager will complete sections of the same report relating to prison behaviour and custody specific information.

The model builds in important liaison time between Prison and Community Offender Managers, along with an improved IT infrastructure, which will enable information from both the Prison and Community Offender Managers to be inserted into the same on/post tariff PAROM1 and Addendum report. An accompanying OMIC Parole Quality Assurance Framework has also been developed to ensure quality evidence is provided by all staff writing PAROM1 reports.

Significant events and risk escalation

The current practice for undertaking OASys reviews in line with significant events will continue. Resource will be allocated to Prison Offender Managers, and Community Offender Managers, to undertake OASys significant event reviews and sentence plan meetings when a significant event occurs while they are responsible for an individual's case management. A significant event or change in circumstance would trigger a review of the assessment if the information impacted upon the risk management and/or sentence plan. Further guidance for practitioners can be found on EQuIP.

Community Rehabilitation Company to National Probation Service risk escalation remains 'as is' and will result, if the process is triggered, for the Community Rehabilitation Company in the community to review the individual's risk and follow the risk escalation policy.

Individuals who have experienced care

The socio-economic profile of individuals who have experienced care (previously referred to as Care Leavers) continues to be one of the most disadvantaged groups in the UK, as evidenced by the Children Schools and Families Select Committee Report on Looked After Children (2009) and the Centre for Social Justice Report 'Couldn't Care Less' (2008). As a result of their experiences individuals who have experienced care are likely to face more barriers to rehabilitation than the general population and find the transition to adulthood more challenging.

The Children and Social Work Bill 2016 for England is expected to become law in 2017 and will introduce 'local care' for all individuals who have experienced care and the right to advice and support for all those **up to the age of 25 years**. A personal advisor will be allocated and will create a pathway plan to outline the support that the individual will receive. Social Service and Well-Being Wales Act 2014 which came into force in April 2016 already makes similar provision for individuals who have experienced care.

The OMiC model recognises care experienced individuals as a distinct group and the resources allocated reflect the increased level of support and case management input required. All individuals who have experienced care **under the age of 25** will work with their Prison Offender Manager who will identify the individual's personal advisor, with the additional support helping to align sentence planning with the individual's pathway plan, along with supporting them to overcome some of the additional barriers they might face.

Handover meetings will be held to ensure resettlement planning is aligned. Briefing materials and guidance will be provided to staff to promote identification of individuals who have experienced care and understanding of their needs on EQuIP.

HMPPS tiering model

A new tiering framework, based on the model used by the National Probation Service, will direct whether an individual should be managed by a probation or prison staff Prison Offender Manager. While an individual is in custody, the prison tiering model will not use the additional factors used by the National Probation Service community teams. At the point that a National Probation Service

Community Offender Manager becomes responsible during the pre-release phase, the community tier will be reviewed in terms of additional factors and applied to the case.

The only exception to the recommended Prison Offender Manager is when a Probation Officer has been managing a case and the prisoner enters the resettlement phase of the sentence. At the point the Community Offender Manager is allocated and becomes responsible, the current Prison Offender Manager will remain the same which is to ensure continuity during the handover phase. When/if the prison is transferred to another prison, a prison member of staff should be allocated.

The profiles of people in each prison can vary. To manage these fluctuations, there is flexibility allowing Prison Offender Managers (who are prison staff) to undertake case support tasks for high risk individuals, in a similar way to Probation Service Officers supporting Probation Officers in the community teams. Likewise, Prison Offender Managers (who are Probation Officers) could be responsible for a proportion of medium risk of serious harm prisoners.

In the privately managed estate the case support model provides oversight of all high-risk cases by qualified Probation Officers and is an extension of a model of delivery in common usage across National Probation Service. In the model which will be delivered in privately managed prisons, each prisoner identified as **high risk** (Tier B only as Tier A cases are always the responsibility of the Community Offender Manager) **and where responsibility sits in the prison**, will have an allocated Probation Officer who is ultimately responsible for managing the risk the offender poses. The case management support role will be undertaken by a range of staff currently employed in privately managed prisons as Offender Supervisors and includes Prison Custody Officers and contracted staff.

The tiering model is outlined below:



HMPPS – Tiering Model – Custody

Cohort	Tier A	Tier B	Tier C	Tier D
<p>For cases where POM is responsible:</p> <p>NPS Over 10</p> <p>NPS ISP & ISP Recalls</p> <p>NPS Determinate Parole</p> <p>CRC cases >12 weeks</p>	<p>Probation POM</p> <p>POM will very rarely be responsible for Tier A cases as MAPPA level should be set 6 months prior to release.</p> <p>Prison staff POMs may undertake case support where resources require</p> <p>In privately managed prison model Probation POM will only have oversight and case support be undertaken by prison staff</p>	<p>Probation POM</p> <p>Prison staff POMs may undertake case support where resources require</p> <p>In privately managed prison model Probation POM will only have oversight and case support be undertaken by prison staff</p>	<p>Prison POM</p>	<p>Prison POM</p>

For cases where the COM is responsible: NPS under 10 NPS Determinate Recalls CRC cases < 12 weeks	Prison POM	Prison POM	Prison POM	Prison POM
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Offender Management Unit – Case Administration

Delivering OMIC case management relies on an efficient, streamlined and focused Offender Management Units. The role of the custody Case Administrator is vital for this. So, all case management processes relating to remand and sentenced individuals have been process mapped and available on EQuIP (as described previously). This will allow Case Administrators easy access to processes and up-to-date links to policies, guidance and templates. This will enable a consistency of approach for case management processes across Public Sector Prisons.

The Offender Management Unit will be managed the Head of Offender Management Services who will be a prison manager. They will be supported and work closely with the Senior Probation Officer as Head of Offender Management Delivery.

Performance management

The OMiC team are working alongside colleagues in Prison and Probation Analytical Services (PPAS) to development performance metrics for the offender management model. The details of which will be outlined in next iteration of the OMiC Operating Model.

Quality assurance

One of the key functions of Head of Offender Management Delivery in custody is to manage the quality and continuous improvement activities that mirror such activities in the community.

The introduction of the EQuIP process managing software into custody will provide a consistency of practice across the estate and enable staff to access up to date guidance and templates.

Working cooperatively with colleagues across HMPPS, OMiC will develop a new national quality strategy for Public Sector Prisons. Work is also ongoing alongside the Operational Strategy Assurance Group, who is currently responsible for auditing HMPPS against operational standards, to develop a clear set of expectations that should be in place for quality management purposes. This work will be taken forward and led by the OMiC business as usual team that will be in place post implementation.

Digital Enabling

EQuiP (Excellence Quality in Probation Practice)

EQuiP is a process management tool which provides quick and easy access to **processes, policies** and **guidance** including templates.

Each prison will have a **SPOC**, who will:

- Promote** the use of EQuiP to OMU colleagues and make sure processes are adhered to.
- Make sure** OMU colleagues have access to EQuiP, training and support and monitor usage.
- Cascade** relevant information, including processes and documents and relevant communication.
- To **provide support** to OMU colleagues in the use of EQuiP and it's functionality.

Key messages about the anticipated benefits of the improved handover arrangements

Under OMIC, there will be an improvement in handover arrangements which we anticipate will lead to an improvement in community offender managers understanding of the individual prior to release and support the building of a professional relationship. Handover arrangements will make sure that there is a robust transfer of information about the progress an individual has made in custody and outstanding areas of risk and need to enhance risk assessment and management and resettlement planning.



EQuIP is a process mapping software tool that sets out the agreed national processes and provides instant access to policies and templates. It is accessible for Prison Offender Managers, Community Offender Managers and Case Administrators. HMPPS has adopted EQuIP for all custodial case management processes, enabling all staff working in case management instant access to descriptions on the agreed processes, relevant policies and guidance as well as national templates. It will also enable staff to benchmark their activity against the processes and has a feedback mechanism if they believe that the process are inaccurate or could be improved.

Digital Allocation Tool

The Digital Studio have developed a new digital service for Offender Management Unit staff to assist with:

- Case allocation - prisoner allocated to appropriate Prison Offender Manager
- Management of caseloads - caseload view for Prison Offender Managers
- Handover process - automatic dates to alert Prison Offender Manager or required timescales
- Pipeline view of cases to the community teams – to assist with community allocation at the required timescales
- Early Allocation referrals and tracking of decisions.

This service is designed to support the Prison Offender Manager with their day to day case management tasks in a more efficient and effective way using new improved digital services.

A new approach to case notes across prison and probation

HMPPS will provide new screens for case note entry which will start with case notes for key work. The screens are easier to access and use and will have improved reporting features. For key work there will be additional features such as automatic allocation and notifications. These notes will automatically transfer to NDelius, the probation case management system, to ensure that both prison and probation staff have instant access to the same case notes and records of key work sessions and Prison Offender Manager entries. In time, the relevant case notes from NDelius will also appear in NOMIS, the prison case management system.

Access and changes to current case management systems

Minor changes to both NDelius and NOMIS have been made or are planned. These include creation of fields for key work and Prison/Community Offender Manager; and flags to identify who has responsibility for the case. In addition, new reports have been added to NOMIS to allow quality checks on key worker entries and manage key workers' caseloads.

Improvements to NDelius access for prison staff are also being made. This would allow identified user's access via a webpage and replace the existing limited access to specified computers only.

HMPPS digital are developing dedicated case notes entries for Prison Offender Managers, a feature of which will be role based access. This is in response to concerns about accessibility of confidential information being widely available. This feature will enable Prison Offender Managers to feel confident in recording sensitive/confidential information on case notes and avoid saving information on local word based files.

Changes to assessment

HMPPS's approved risk and sentence planning tool, OASys, is being revised to enable the delivery of the OMiC model. This includes:

- Ensuring the information that the National Probation Service collects, analyses and records at the court stage of an individual's journey is available within prisons
- Using a more flexible approach to which questions are being asked as part of an individual's assessment



- Extending the use of a simple sentence plan

PAROM1 / Addendum Parole Report

HMPPS Digital Studio have developed a digital solution which will enable the PAROM1 and Addendum report to be completed, by both Offender Managers (in prison and community). This will allow for a better user experience of completing the report and supports the new process of one report being submitted to the Parole Board.

Early Allocation

A small number of individuals will, due to their risk and need profile, require an earlier allocation to the Community Offender Manager than described previously. This is to allow for the additional time to arrange and undertake various risk management tasks with other agencies to ensure robust risk management plans are in place.

This could include:

- Early referral into Multi-Agency Public Protection Panels (MAPPPs)
- Planning for complex victim issues in order to protect the public
- Planning for complex release arrangements with other agencies, including police, mental health, psychology, housing, social care
- Out of area release arrangements, including transfers across probation and other agencies (i.e. police forces / health providers), including MAPPA area transfers
- Requests for additional resources / practical modifications (i.e. within approved premises) undertaken through Critical Public Protection Case registration
- Planning for high profile releases with significant national media coverage

Some individual's profiles will require **automatic** early allocation, others would be **discretionary** and need to be assessed and agreed by the National Probation Service division, who will act as the gatekeeper. The criteria for automatic and discretionary cases are outlined as follows:

Automatic Early Allocation

- Individuals with Terrorism ACT / TACT related offences
- Individuals held in new extremism separation centres and within 24 months of release
- Individuals have an “in principle” decision for Critical Public Protection registration (referral to be made if not identified at sentence)
- National Crime Agency cases with a Serious Crime Prevention Order
- High Profile notorious / noteworthy cases
- Individuals who need to be managed at MAPPA level 3

Discretionary Early Allocation

- A number of individuals managed by the Multi Agency Extremism Screening Meeting - (Decision to be informed by the Joint Extremism Unit)
- Those assessed a very high risk of serious harm
- In **exceptional cases only**: individuals who need earlier management at MAPPA Level 2 due to risk and complexity but who do not need MAPPA Level 3 management

The decision to refer for early allocation of discretionary cases should not be solely based on risk of serious harm, but on time needed to coordinate and implement complex release plans.

Early Allocation Process:

By 10 weeks after sentence: Prison Offender Manager will review to see if the individual meets the early allocation criteria; if they do an early allocation referral will be undertaken in line with the first OASys assessment timescale (by week 10). This allows for the Prison Offender Manager to identify those who may need early allocation. (Many cases would be easily identified after sentencing due to offence / media attention at court.)

During sentence – OASys reviews: Prison Offender Managers will review to see if the individual meets the early allocation criteria when an OASys assessment is undertaken (i.e. reviews or significant event OASys). (Some cases would be identified through behaviour, breakdown of mental health and/or complexity developed in prison.)

18 months pre-release: the referral would then be reviewed 18 months prior to release after the Prison Offender Manager has undertaken their handover OASys assessment, or sooner if the individual had less time to serve.

This would then trigger the case being referred by the Prison Offender Manager for early allocation. This referral would be sent to the National Probation Service division gatekeeper who would make the decision about whether early allocation to a Community Offender Manager can proceed.

15 months pre-release: the assignment and responsibility is transferred to the Community Offender Manager 15 months before the individual's conditional release date. This would be the earliest point for handover of responsibility – an individual could be handed over earlier if they had less time to serve. This would allow for 3 months for the Community Offender Manager to meet with them, liaise with the Prison Offender Manager and other agencies to make a timely MAPPA referral at least 12 months prior to release to ensure necessary release plans are in place, if required.

For detailed guidance on the Early Allocation processes, Offender Managers and Case Administrators can locate these on EquiP:

Offender Personality Disorder Pathway

The Offender Personality Disorder (OPD) Pathway programme is a jointly commissioned and co-financed pathway of services for individuals managed by the National Probation Service who are likely to satisfy the diagnosis of ‘personality disorder’, in addition to men being assessed as high risk of serious harm and women assessed as presenting a high likelihood of harmful offending. The joint responsibility is between National Health Service England and HMPPS. The aims of the programme are to more effectively manage the risk of harmful offending of individuals likely to be diagnosed with ‘personality disorder’ by investing in a pathway of services, including early identification, consultation to staff, treatment and progression services.

Its key outcomes include:

- Reducing repeat serious harmful offending
- Improving psychological health, wellbeing, pro social behaviour and relational outcomes, and
- Improving the competence, confidence and attitudes of staff working with complex individuals

The programme focuses on providing a ‘pathway’ of services which aligns with an individual’s sentence plan and operates in prisons and National Probation Service community settings. It includes improved screening/identification and assessment of individuals early in their sentence; increased treatment capacity; progression services in custody and approved premises, and improved management in prison and in the community.

Offender Management in Custody and the Offender Personality Disorder programme

There are two parts of the programme which are directly impacted by the OMiC model:

- Offender Personality Disorder Treatment Services and Psychologically Informed Planned Environment Services (PIPEs)
- Offender Personality Disorder Core Service to Offender Managers

Offender Personality Disorder Treatment Services and Psychologically Informed Planned Environments (PIPEs)

National Health Service England and HMPPS jointly design, commission, fund and deliver treatment and progression services within establishments, these include different intensities of treatment services (across different categories of prisons) as well as relationally-focussed environments such as Psychologically Informed Planned Environments (PIPEs) which aim to provide supportive conditions that enable individuals to progress along their pathway, particularly at points of transition such as before or after treatment, or when being released into the community.

These approaches include resources for additional staff to support the delivery of the service. As with all prison services, Offender Personality Disorder services in custody also have a keyworker and for some services this will be in the form of an enhanced key work component. It is important however that there is only one key worker allocated at any one time, and establishments will need to ensure they have a system for integrating the Offender Personality Disorder and OMiC key work requirements. Offender Personality Disorder Commissioners will continue to work with Governors, Directors and contract leads to ensure requirements are in place.

Each closed prison will continue to receive the full additional OMiC key work resource, even where Offender Personality Disorder funding is provided. However, delivery will only involve one individual delivering key work, and in most cases this will need to be the Offender Personality Disorder officer. In practice this could mean the key work activity is bolstered to reflect the time given to the OMiC key work role and its reporting requirements. This is to ensure integrity of both the Offender Personality Disorder and OMiC models. In establishments with PIPEs Governors/Directors must discuss the provision of key work on this/these units and come to an agreement with the co-commissioners about any additional resources required for key work. This must then be recorded with the OMiC team in HMPPS HQ. In terms of case management, the prisoners located on this/these units will have case management provided in the same way as all other individuals in the prison.

Offender Personality Disorder Core Service to Offender Managers

One of the core principles of the OMiC model is the movement of the responsibility of offender management for eligible individuals from the community to the prison. Therefore, part of the Offender Personality Disorder core specification that is delivered to Offender Managers in the community, will also move into the prison to be delivered to Prison Offender Managers.

This will result in the Offender Personality Disorder core service being delivered in both community ('as is') and the prison (within the new OMiC model). The delivery will continue to include the Offender Personality Disorder Screening/Case identification processes, development of Case Formulations and provision of Case Consultation services to Prison Offender Managers.

Within **public sector prisons**, HMPPS Psychology Services will provide the 'health' (psychological) input to the partnership for the majority of the Offender Personality Disorder Core Service, working collaboratively with the Prison Offender Manager while he or she is responsible for the case management of the individual. In **privately managed prisons** the 'health' component will either be provided by HMPPS Psychology Services or in some cases by a National Health Service provider. The decision about which service is most appropriate for each establishment will be made by the Offender Personality Disorder co-commissioners.

Within the **community**, existing health service providers will continue to provide the service to the Community Offender Manager while they are responsible for the offender management of the individual. An important element of the programme is supporting Offender Managers to manage some very complex individuals, and developing the workforce both in prison and the community.

For detailed guidance on this process, Offender Managers and Case Administrators can locate these on EQUIP.

Transitions: youth to adult

The Criminal Justice Joint Inspectorate published a thematic report on transitions in October 2012 which highlighted that pre and post-transition practices required significant improvement. This view has also been supported by the Prison and Probation Ombudsman in recent deaths in custody reports.

Transition from the youth estate to the adult estate represents a significant change in environment, regime and peer group for individuals and can potentially be unsettling for many young people who may be particularly vulnerable and present an increased risk of self-harm during this stage of their custodial journey.

Given the known increase in young people's vulnerability and risks during the transition process, it must be seen as a critical time, where extra effort, early planning, accurate assessment and the active involvement of key professionals from both youth and adult services is required to ensure young people's transition experience is both safe and positive.

Prior to transition

The adult establishment will be invited to attend the sentence/remand planning and review meeting held at the under-18 establishment prior to transfer. The Head of Offender Management Delivery at the adult establishment will assign a Prison Offender Manager to the young person who will participate in the sentence/remand planning and review meeting. A Prison Officer will be assigned to undertake key work and will have contact with the young person before they transfer.

Following transition

The dedicated Prison Offender Manager and Prison Officer delivering key work will meet with the young person within 72 hours of their arrival at the establishment. The Prison Officer will have weekly contact through key work with the young person until the first sentence planning meeting or transition closure meeting is held. The sending under-18 establishment will be invited to the young person's first sentence planning meeting, or in the case of young people on remand, the transition closure meeting, in order to bring the transition process to a formal close.

For detailed guidance on this process, Offender Managers and Case Administrators can locate these on EQuIP



Case management for restricted patients

While an individual is being treated in hospital as a patient under the MHA (s.45A, s47/49), there are no statutory responsibilities for case management for either the Prison or Community Offender Manager because responsibility for the patient's treatment is with the responsible clinician in the secure hospital. However, these individuals will still require the following case management tasks:

- Prison Offender Managers and Community Offender Managers will continue to be allocated/responsible in line with the OMiC model for individuals who transfer direct from Court to hospital and from prison to hospital (s.45a and 47/49 of the MHA)
- Prison Offender Managers will be allocated in the reception prison/high security prison (Cat A prisoners only) of closest proximity to the hospital where treatment is being provided. This may involve a transfer of Prison Offender Manager.
- While an individual is receiving treatment, there are a limited number of case management tasks that remain the responsibility of the responsible offender manager and these include:
 - Review of OASys as a significant event at point of transfer to secure hospital
 - Review of OASys as a significant review prior to remission to custody
 - Attendance/participation in s.117 aftercare arrangements planning meeting
 - Liaison time with agencies (Mental Health Casework Section and responsible clinician)

For detailed guidance on this process, Offender Managers and Case Administrators can locate these on EQuIP.

An individual's journey through case management

The design of the model is now described by following an individual's journey. The model is split into phases, which match the new prison functions:

- **Remand and civil prisoners**

This includes tasks relating to remand and civil prisoners

- **Reception phase**

This includes initial contact with individuals, risk assessment and sentence planning at the start of sentence

- **Main sentence phase**

This includes tasks after start sentence and before pre-release and includes ongoing work with individuals, risk assessment and sentence planning reviews and could include Release on Temporary Licence

- **Resettlement phase**

This includes preparation for an individual's transition from prison to the community on release and includes handover, assessment for Home Detention Curfew and Release on Temporary Licence

- **Indeterminate sentence prisoners and parole & determinate sentence prisoners and parole**

This includes parole paper and oral hearing reviews and the assignment of the Community Offender Manager and preparation for release

- **Recall**

This includes all case management tasks relating to recalled individuals

Remand and civil prisoners

Remanded and unconvicted individuals will be held in a prison with a reception function. Their imprisonment should not deprive them of any of their normal rights and freedoms as citizens, except where this is an inevitable consequence of imprisonment, or the court's reason for ordering their detention and to ensure the good order of the prison.

They will have key work.

Tasks delivered to them will include:

- **Public Protection Screen:** Every reception function will have a qualified Probation Officer who will review information relating to new receptions in terms of public protection concern. This will include: child monitoring, restrictions, sexual offenders, harassment concerns etc.
- **Bail tasks:** Unsentenced, remanded and unconvicted individuals must be allowed access to legal information. Stage one bail service is offered at court by trained National Probation Service staff and prison establishments will offer stage two. This will include the Prison Offender Manager carrying out:
 - Bail screening of remanded individuals (only for bail eligibility)
 - Providing bail information
 - Bail applications, all information reports and BASS referrals

Basic Custody Screening Tool 1 (BCST1) and **Basic Custody Screening Tool 2 (BCST 2):** will not be completed by Prison Offender Managers but by other prison staff

Civil prisoners will be allocated a dedicated Prison Offender Manager and any case management related task will be undertaken as required.

Reception phase

All sentenced individuals will start their journey in a reception or local prison and will receive key work and have a dedicated Prison Offender Manager. When someone on remand is sentenced and remains in the same prison, the Prison Offender Manager will meet with them and their Prison Officer who undertakes key work to discuss what they have completed or undertaken during their time on remand.

The following case management tasks will take place in the first two weeks:

- **Public Protection Screen:** a Probation Officer will review information relating to new receptions in terms of public protection concerns. This will include child monitoring, restrictions, sexual offenders, harassment concerns etc.
- **Initial categorisation:** Prison Offender Managers will undertake relevant initial categorisation work for all new receptions.
- **LISP1 on new life sentenced individuals:** Prison Offender Managers will complete the Lifer Indeterminate Sentence Prisoner (LISP1 form) within 1 week of someone being sentenced to life.
- **Complexity assessment (Women only):** Prison Offender Managers will complete the initial complexity screening assessment.

Individuals will then either:

- Stay in the reception function if they have a short time left to serve
- Or
- Move to a training or a resettlement function dependent upon their time left to serve and sentence length.

Transfers to a training or resettlement prison will normally occur within 10 working days of sentence for the male estate prisoner flows have been switched on as part of reconfiguration.

For OASys completion, local (or reception/resettlement) prisons will be responsible for completing the OASys on the individuals located in their prison for those with more than 10 months left to serve who are likely to be discharged from the prison. Until the flows are switched on (reconfiguration), it is expected that these prisons complete the OASys for longer term individuals that they are not likely to be able to transfer well within the 10 week window. Local prisons have been resourced for this work.

Training and resettlement prisons are expected to complete the OASys for individuals with more than 10 months left to serve that are transferred to them.

Individuals serving less than 10 months

- For National Probation Service allocated individuals serving less than 10 months from sentence will remain in the reception function, the Community Offender Manager will be responsible for building the relationship, motivating them and undertaking the OASys assessment, including the Offender Personality Disorder screen and sentence plan. Individuals will also have a dedicated Prison Offender Manager to deliver case support to the Community Offender Manager and be the link to custody.
- The Community Offender Manager may decide the individual needs further support to change and address risk of harm / reoffending, and therefore, may direct the Prison Offender Manager to undertake some one-to-one supervision work with the individual during their sentence. This would be captured in the sentence plan.
- For individuals that have less than 12 weeks left to serve the Responsible Officer in the community will be allocated and will be responsible. A Prison Offender Manager will be allocated in a supporting role to assist in any resettlement tasks required.

After someone has been transferred to the training or resettlement prison they will have the following:

- **Risk assessment:** Every individual will have a risk assessment undertaken and the type of assessment will be dependent sentence type, level of risk, need, and time left to serve etc.
- **Screening for Offending Behaviour Programmes (OBP):** all those eligible for interventions will be assessed for their suitability, either through a full OASys assessment for eligible cases and through a revised OASys referral for those that do not require a full assessment. If someone is eligible and suitable they will then be referred for accredited interventions available in the custodial estate. Eligibility refers to having over 12 months left to serve at point of sentence and having over a certain statistical predicted score for general offending (12 months is always needed to ensure completion of a programme in a custodial setting.)

Additional case management tasks listed below will be delivered to all cases with the **exception of individuals serving under 10 months or males in the closed estate with up to 48 months left to serve at sentence who are low risk of serious harm.**

Full OASys risk assessment - The OASys and sentence plan will be completed 10 weeks after sentence for determinate sentenced individuals and 16 weeks for indeterminate sentenced individuals.

- **Offender Personality Disorder Screen:** For eligible cases, the Prison Offender Manager will undertake the Offender Personality Disorder screen to assess whether the person meets the criteria for the Offender Personality Disorder pathway.
- **Sentence plan and sentence planning meeting:** The meeting will be with the Prison Offender Manager, Prison Officer who undertakes key work and any other relevant professionals, for example, Psychologist, education provider or drugs worker.
- **Indeterminate sentence individuals:** All other case management work for indeterminate sentenced individuals will be undertaken in a training function, 16 weeks after sentence. This would include the Multi Agency Lifer Risk Assessment Planning (MALRAP) meeting and completion of the LISP 2 (MALRAP report), the post sentence report (POSTR A/B) and sentence planning minutes.

For detailed guidance on the processes contained within the “Start Sentence” and “Throughout Sentence” phase, Offender Managers and Case Administrators can locate these on EQUIP

Main sentence phase

After prison estate transformation (male estate only), individuals will undertake the main sentence tasks either in a training or resettlement function (depending on the time left to serve and their sentence length). In the interim, some of the tasks could be undertaken in a local/reception function. Determinate sentenced individuals could also be moved to the open estate following a review of their categorisation.

Every individual during the main sentence phase will receive the following:

- Key work
- Dedicated Prison Offender Manager
- Individuals who have been assessed as eligible will have access to accredited interventions and post-programme work which would be completed by a Prison Offender Manager.
- Prison Offender Managers will also undertake categorisation reviews and Release on Temporary Licence assessments, where applicable, and attend and input into Assessment Care in Custody Teamwork (ACCT) reviews.

Additional case management tasks listed below will be delivered to all cases with the **exception of individuals serving under 10 months or males in the closed estate with up to 48 months left to serve at sentence who are low risk of serious harm. This does not include individuals who have experienced care or on a fixed term recall.**

The Prison Offender Manager will work with the individual undertaking **one-to-one supervision** to address issues related to risk of serious harm and re-offending and motivate and engage them to support the completion of their sentence plan targets. In addition the sessions will be used to support them with other issues which may arise, for example: suicide/self-harm, violence, family loss or other significant events. The frequency and intensity of the one-to-one supervision work will be dependent upon the individual's tier and in addition, for women, on their assessed level of complexity.

- **Interventions support:** One-to-one work will also be used to support individuals to prepare for interventions as well as sessions being used to undertake post-programme work.
- **OASys assessment reviews and sentence planning meetings** will happen every two years for those serving determinate sentences and every three years for those who are serving indeterminate sentences, or following a significant event.
- **Offender Personality Disorder tasks (eligible cases):** In the first six months after sentence, if the individual is screened 'in' to the Offender Personality Disorder pathway, the Prison Offender Manager and prison based Psychologist will determine whether:
 - No Offender Personality Disorder formulation is required, the individual will attend, as required any recommended interventions and Offending Behaviour Programmes
 - If an Offender Personality Disorder initial consultation that determines if an Offender Personality Disorder formulation is needed, and / or if further consultation required, the Prison Offender Manager will conduct a Level One Offender Personality Disorder formulation (once trained)
 - The Prison Offender Manager or the Prison Offender Manager in conjunction with the prison based Psychologist will undertake a Level Two Offender Personality Disorder formulation where required.
 - Level Three Offender Personality Disorder formulations will be needed for those individuals who are about to engage in personality disorder specific treatment interventions (it is likely the Level 3 will be undertaken by the receiving treatment service).
 - A review of the OASys assessment / sentence plan & sentence planning meeting will be undertaken, if necessary, following the above Offender Personality Disorder work.

For detailed guidance on the processes contained within the “Throughout Sentence” phase, offender managers and case administrators can locate these on EQuIP:

Resettlement phase for determinate sentenced individuals

During this phase most individuals will be moved to a prison with a resettlement function to start the pre-release process. This includes receiving resettlement services and starting to engage with their Community Offender Manager in preparation for release. This phase provides a chance for prisons to concentrate resources, skills and activities around the needs of individuals.

Pre-release tasks could start in a resettlement function. Releases could happen from a resettlement function for those with longer sentences – or from a reception function for those on very short sentences (or fixed term recalls). Case management and prison resources to undertake Home Detention Curfew assessments and related processes will sit in resettlement functions only.

Through-the-Gate services and delivery remain 'as is' in the current model, with Community Offender Managers / Community Rehabilitation Company Responsible Officers, being the link between resettlement planning and Community Rehabilitation Company resettlement services.

Every determinate sentenced individual during the pre-release phase will receive the following:

- The Prison Offender Manager will undertake such as various tasks like Home Detention Curfew and Release on Temporary Licence assessments.
- In respect of Release on Temporary Licence, if an individual begins the process before a Community Offender Manager is due to be assigned, the "ROTL-OM Request for Information NPS/CRC" form should be sent to the relevant National Probation Service Local Delivery Unit or Community Rehabilitation Company functional mailbox.
- The Prison Offender Manager will also prepare the individual for release by meeting with them and going through their licence conditions.

- Prison Offender Managers will also contribute to a pre-release board or prepare a written pre-release handover report dependent on sentence type and length of sentence, as specified below
- Through the Gate resettlement services.

Pre-release: NPS Determinate sentenced individuals over 10 months and individuals who have experienced care

- Prison Offender Manager to undertake a review of OASys risk assessment prior to Community Offender Manager allocation which will form part of the handover to the community. The exception to this will be if, in the Prison Offender Manager's professional judgment, a further update is not required – e.g a recent assessment has been completed or there has been little or no change.
- Upon Community Offender Manager allocation, they will introduce themselves and start to build a working relationship with the individual and Prison Offender Manager.
- The Community Offender Manager undertake a Multi-Agency Public Protection Arrangements (MAPPA) screen and if appropriate an approved premises referral.
- Handover meeting
- One to one supervision to support the individual's rehabilitation and preparation for release.

Pre-release: over 48 months, 10-48 months medium Risk of Serious Harm:

- Prison Offender Manager will prepare a written handover report which will be delivered electronically to the community Responsible Officer.
- One to one supervision to support the individual's rehabilitation and preparation for release.

- **Pre-release: Short sentences NPS under 10 and Community Rehabilitation Company cases with less than 12 weeks to serve at sentence**
- The Community Offender Manager will undertake all relevant pre-release planning, including a pre-release OASys and MAPPA referral with the support from the Prison Offender Manager.
- Under the direction of the Community Offender Manager/Responsible Officer, the Prison Offender Manager may undertake some specific one-to-one supervision work during this phase to support the individual's rehabilitation and preparation for release.
- Through the Gate resettlement services

For detailed guidance on this process, Offender Managers and Case Administrators can locate these on EQUIP:

Pre-release phase - Indeterminate sentence individuals and parole

Pre-tariff Indeterminate sentence individuals will be in a closed prison, unless it has been agreed by the Parole Board and authorised by HMPPS Public Protection Casework Section that they can move to open conditions during their pre-tariff period.

Post-tariff, individuals could be in either a training or resettlement function, or a progression unit. (This includes closed and open resettlement.)

Indeterminate sentence individuals – pre-tariff:

- During the pre-tariff stage of the individual's sentence they are the responsibility of the Prison Offender Manager until they move into open conditions or the point of being 8 months before their tariff expiry date.
- During the pre-tariff phase, the individual's suitability for open conditions and future release is reviewed up to 3.5 years before their tariff expiry date. The Prison Offender Manager completes an OASys assessment, sentence plan review and sentence plan review meeting (SPRM) report on all individuals at this stage. This report specifically asks for a recommendation about the individual's suitability for open conditions.
- HMPPS Public Protection Casework Section review the individual's report and OASys and undertake a 'sift' of individuals to put forward to the Parole Board. (It is important to note that Public Protection Casework Section can, on an exceptional basis, authorise individuals moving to open conditions without a Parole Board recommendation).
- Following the 'sift' the individual is put forward for a Parole Board review, which will only at this stage, look at the individual's suitability to move to open conditions. All Parole work, including the PAROM1, is undertaken by the Prison Offender Manager for this review. They will attend the oral hearing, representing their report and recommendation.

Community Offender Manager Allocation

Indeterminate Sentence Prisoners will be allocated a Community Offender Manager either:

- 8 months before their tariff expiry date and become responsible
- Upon a move to open conditions (or for women suitable for open conditions) following the pre-tariff parole hearing and/or the authority from the Public Protection Casework Section, allocated but not responsible

Community Offender Manager Handover meeting

- Once responsible, the Community Offender Manager will introduce themselves and also attend an introductory handover meeting, similar to the pre-release handover for those serving determinate sentences. The individual, Prison Offender Manager and any other relevant people such as the key worker or significant others will also attend this meeting. Work will need to be undertaken to share information between prison and community Offender Personality Disorder pathway Psychology Services.

Joint work: Offender Manager Responsibility

- After the Community Offender Manager is assigned, the responsibility for the individual either sits with the Prison Offender Manager or the Community Offender Manager. The Offender Personality Disorder pathway Psychology Services responsibility also moves in line with the shifting of offender management.
- The responsibility is always with the Community Offender Manager during the parole window until:
- Parole Board gives a 'no release' decision
- The Community Offender Manager completes a review of the OASys and sentence plan
- The case is not being actively managed at MAPPA Level 2 or 3
- The Prison Offender Manager takes back the responsibility for case management with a clear sentence plan to work from, following the review by the Community Offender Manager.

- Responsibility moves back to the Community Offender Manager 8 months before the next parole eligibility date, who reviews the individual's progress, reviews the OASys assessment and writes a PAROM1 / Addendum report for the Parole Board.
- Parole Board reviews have to take place at least every 24 months (and are usually 18 to 24 month apart). If the next parole review is 12 months or less after the last, the Head of Offender Management Delivery can override this shift of responsibility.
- If a parole review is adjourned, or deferred, the responsibility remains with the Community Offender Manager.
- Community Psychologist will support Community Offender Managers for all parole reports as required for those individuals on the Offender Personality Disorder pathway.

One parole report

- For pre-tariff individuals, the PAROM1 / Addendum report will be written by the Prison Offender Manager.
- For all on-tariff and post-tariff individuals, there will be one report, however, both the Prison Offender Manager and the Community Offender Manager will be able to give their own written input by completing their own sections within the report.
- OMiC relies on regular and thorough contact and liaison between Prison and Community Offender Managers, as well as access to relevant case management systems and good recording of case notes.

Oral hearings

- For pre-tariff oral hearings about open conditions, only the Prison Offender Manager will attend. For all other oral hearings both the Prison and Community Offender Manager will attend.
- The Community Offender Manager would be the responsible officer and accountable for their sections and their recommendation for release. The Prison Offender Manager would support the Community Offender Manager as the professional who has a unique view of the individual's experience in a custodial environment, representing their input into the report.

For detailed guidance on this process, Offender Managers and Case Administrators can locate these on EQuIP.



Pre-release phase - Determinate sentence individuals eligible for discretionary release by the Parole Board

They could be in a training or (closed or open) resettlement function.

The Prison Offender Manager will have responsibility. Nine months before the first parole eligibility date, they will undertake a review of the OASys risk assessment. This will ensure all relevant information is recorded and assessed as part of the handover to the community.

Community Offender Manager Allocation

- Community Offender Managers will be allocated, and take responsibility, 8 months before an individual's first parole eligibility date.
- The Prison Offender Manager will continue to work with the individual until their release, supporting the Community Offender Manager.
- Because the parole review cycle for those serving determinate sentences happens at least every 12 months, instead of every 24, the responsibility always remains with the Community Offender Manager.

Determinate parole and Community Offender Manager introductory meeting

- Once allocated, the Community Offender Manager will introduce themselves and also attend an introductory handover meeting, similar to the pre-release handover meeting for those serving determinate sentences. The individual, Prison Offender Manager and any other relevant people such as the key worker or significant others will also attend this meeting. Work will need to be undertaken to share information between prison and community Offender Personality Disorder pathway Psychology Services.

One parole report and oral hearings

- There will be one report, however, both the Prison Offender Manager and the Community Offender Manager will be able to give their own written input by completing their own sections within the report.
- OMiC relies on regular and thorough contact and liaison between Prison and Community Offender Managers, as well as access to relevant case management systems and good recording of case notes.

For detailed guidance on this process, Offender Managers and Case Administrators can locate these on EQuiP.

Recalled individuals

A new best practice guide to managing individuals who are recalled to prison has been tested over the last few years and is fully embedded into the OMiC model. This ensures that on reception back into prison, anyone recalled will have a full understanding of why they have been recalled and what they need to do to address any issues while in prison to prepare for their future re-release.

- Those recalled on a fixed term recall (14 or 28 days) will remain in the reception function
- Those recalled on a standard recall will firstly go to a reception function and then:
 - those with less than 24 months left to their sentence expiry date will move to a resettlement function
 - those with more than 24 months left to their sentence expiry date will move to a training function

Anyone on a standard recall should be released from a resettlement function and only be in a training function undertaking interventions to address any risk or need areas.

There will be flexibility for the Head of Offender Management Delivery to override these directions, either because the individual needs to go to a training function to undertake an identified intervention; or if they are likely to be recommended for re-release and therefore they would need to go to a resettlement function.

It is expected that all Community and Prison Offender Managers will work to ensure individuals are undertaking all relevant work to address any risk/need identified; with the Community Offender Manager ensuring attention is paid to reviewing individuals in terms of recommending release through either the Parole Board; or the Public Protection Casework Section for Secretary of State executive release.

All individuals recalled to prison will receive the following:

- Key work
- A dedicated Prison Offender Manager

- A meeting, by a Prison Offender Manager with all individuals to explain the reasons for recall, the recall dossier and their right to appeal within 48 hours of returning to custody
- Pre-release activities as described in the 'pre-release' section

In addition to the above, standard recall individuals will receive the following:

- For National Probation Service standard recalls a post-recall meeting is held in the reception function, this meeting should include a Prison Offender Manager, the Community Offender Manager (who will attend via video or phone) and the individual (within 10 days of return to custody)
- One to one supervision with the Prison Offender Manager

Offender Manager Responsibility

Determinate recalled individuals remain the responsibility of the Community Offender Manager, because they should always be focusing on ensuring the individual is undertaking all work they can to reduce their risk and making preparations in the community for potential future re-release. The Offender Personality Disorder pathway psychology responsibility also remains in the community.

This would include regularly reviewing and reassessing their suitability for release, to recommend them for re-release either through a Parole Board review or through Public Protection Casework Section with the use of the Secretary of State Executive release power.

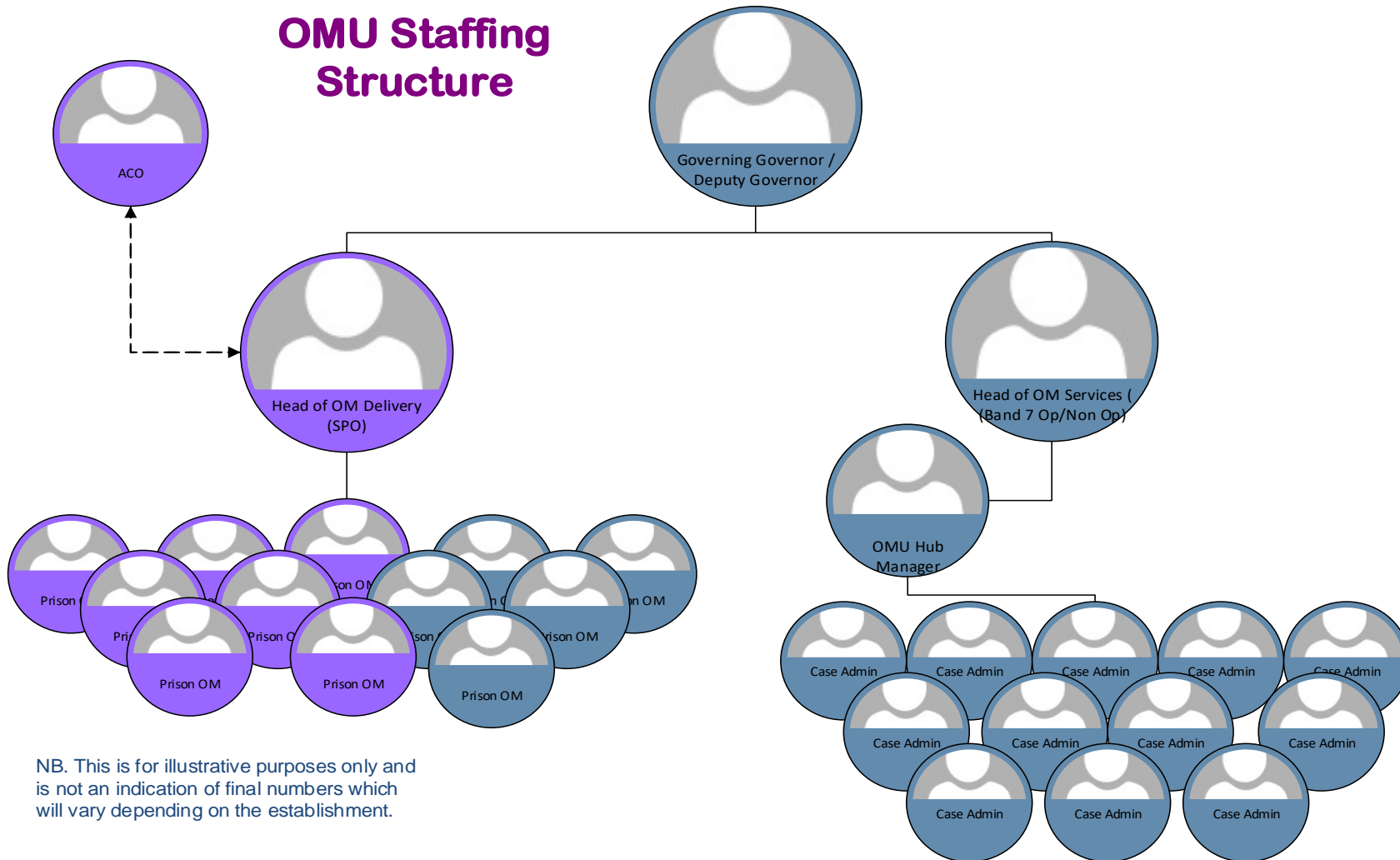
Indeterminate sentenced individuals who are recalled remain the responsibility of the Community Offender Manager until the outcome of the recall oral hearing. If the Parole Board does not direct release, the individual moves into the general parole process and the responsibility moves back to the Prison Offender Manager. Likewise the Offender Personality Disorder pathway psychology responsibility also moves into prison.

For detailed guidance on this process, Offender Managers and Case Administrators can locate these on EQUIP



Annex

Annex A – OMiC OMU Staffing Structure





Annex B – In scope for prison OASys layer 3 assessment

All NPS individuals with over 10 months left to serve

Individuals managed by the CRC who have over 10 months left to serve and are assessed as a medium risk of serious harm

Individuals managed by the CRC who have more than 48 months left to serve

Individuals who have experienced care

Annex C: Determinate sentence individuals OASys timescales and responsibility

OASys type	Current		OMiC	
	Cohort	Responsible/when	Cohort	Responsible/timing
Determinate Initial	Under 12 months – HRoSH and/or over 6.89 on RSR only	COM 4 weeks	Under 10 months left to serve	COM 4 weeks
	Over 12 months but under 2 years left to serve	Low/Medium RoSH Prison Offender Manager (POM) High/V HRoSH (COM) 8 weeks	Over 10 months left to serve	POM 10 weeks
	Over 2 years left to serve	Low/Medium RoSH (POM) 8 weeks High/V HRoSH (COM) 16 weeks		
Determinate Review	All	In the event of a significant change COM and POM	Under 2 years left to serve	POM handover to COM 8 months prior to ACR date
			Over 2 years left to serve	Every 2 years Handover to COM 8 months prior to ACR date (POM)
	All	No requirement	NPS MAPPA level 2/3	6 months prior ACR (COM)



HMPPS OM in Custody Operating Model

Determinate pre-release			NPS MAPPA level 1 Non HDC	8 -2 weeks pre-ACR date (COM)
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Annex D: Indeterminate sentence individuals OASys timescales and responsibility

OASys type	Current		OMiC	
	Cohort	Responsible/when	Cohort	Responsible/timing
Indeterminate (ISP) Initial	ISP and Life sentence under 2 years	COM 8 weeks	ISP and Life sentence all	POM 16 weeks
	ISP and Life sentence over 2 years	COM 16 weeks		
Indeterminate Review	ISP	Significant Event (COM) Support Parole Assessment Report (COM)	ISP and Life sentence	Every 3 years Or Significant event POM whilst responsible POM 2 years and 24 weeks prior TED COM 24 weeks prior to PED
	Life sentence	Significant Event or a minimum of 3 years (POM) To support Parole Assessment Report (COM) Post Tariff Assessments (COM)		
Indeterminate pre-release	All	2 - 8 weeks before release (good practice)	All	2 - 8 weeks before release (COM)

Annex E: Handover timings into the community

