



Opening Hours

Monday to Friday

9.00am - 8.00pm

Saturday and Sunday

10.00am - 3.00pm

Offender Managers & Sentence Planning

What is an Offender Manager?

Offender Managers (OMs) are responsible for assessing what each convicted person requires, and for planning and co-ordinating the delivery of each case on their caseload. Offender Managers will usually be probation staff employed by Probation Boards, and will usually be based in the community.

However, during the middle phase of long-term imprisonment, frequent face-to-face work by the Offender Manager is unlikely to be either feasible or necessary.

Consequently, in such cases, an Offender Supervisor will be appointed who will be responsible for implementing the sentence plan on a day-to-day basis within custody. It is the Offender Supervisor's job to help the prisoner to make links between one intervention and another; to consolidate learning in to consistent behaviour in the prisoner's social environment; and to promote compliance, monitor progress, and hold formal reviews with the Offender Manager at appropriate intervals so as to provide updates of the prisoner's movement through his/her sentence plan.

An Offender Supervisor may be a Prison Officer, Prison Custody Officer, or other member of staff with the appropriate skills, including seconded Probation Staff, and they

will usually be based within the Offender Management Unit at the prison.

In the community however, the Offender Manager usually acts as, and carries out the role of, both the Offender Manager and the Offender Supervisor. In some instances, however, a convicted person in the community may be provided with a separate Offender Supervisor to their Offender Manager in order to match staff capacity with demand. The Offender Supervisor, who in this instance may be referred to as Probation Service Officers, will work in close partnership with the Offender Manager, who are typically qualified Probation Officers.

Who has an Offender Manager?

All adult prisoners with a determinate sentence of 12 months or more, all adult prisoners with an indeterminate sentence, and all young adult prisoners (aged 18 – 21) with more than 4 weeks to serve will have an Offender Manager/Supervisor to manage their case.

What does an Offender Manager do?

Offender Managers are seen to be the 'Responsible Officer' and therefore have a duty, as per the Criminal Justice Act 2003, to:

- Make arrangements in connection with the requirements of the sentence
- Promote the prisoner's compliance
- Take enforcement action as required

More specifically, Offender Managers:

- **Assess** the prisoner's criminogenic needs and their associated risks (including risk of harm and risk of vulnerability), using the Offender Assessment System, or OASys for short. This helps them to identify the reasons for offending, and what may lead to reoffending, for example, money problems, issues with drugs and/or alcohol, lack of skills or qualifications, relationship problems, or a lack of suitable accommodation. The Offender Manager will collect information from a wide range of sources so as to complete their assessment, including from other agencies working with the prisoner, police files in regards to this particular offence, whether there have been any previous convictions, and the views of the prisoner him/herself.
- **Sentence Plan** – The Offender Manager will then be required to create a sentence plan based on the OASys assessment, alongside the requirements of the sentence and the resources available. The sentence

plan is like an action plan, and will identify what the prisoner needs to do / what changes they need to make in order to try and prevent further offending behaviour. The Offender Manager will also be responsible for promoting and monitoring the prisoner's compliance with their sentence plan, and for deciding who is to do what and when in order to meet all of the objectives on the plan. The scope of the plan should span the whole of the sentence. In order for the sentence plan to be meaningful to the prisoner, it is therefore vital that they engage in the assessment process and with the creation of the sentence plan, identifying appropriate objectives and interventions for themselves.

- **Implement** – The Offender Manager then needs to ensure that the Sentence Plan is implemented, and will arrange for appropriate activities and interventions to be delivered so as to address the offending behaviour and any associated needs. Interventions may be either mandatory or discretionary in respect the Offender Manager and either



mandatory or voluntary on the part of the prisoner. In nature, they tend to be either:

- Restrictive / Punitive e.g. custody, HDC ‘tag’;
 - Rehabilitative, e.g. accredited offending behaviour programmes, so as to facilitate change and to encourage the convicted person to learn new, pro-social attitudes and ways of behaving, for example, “Controlling Anger and Learning to Manage It (CALM)” – a course to assist with controlling negative emotions;
 - Restorative / Reparative, e.g. community service, so as to repair the harm caused to victims / the community. Restorative / Reparative interventions do tend to be more common for young people with convictions, however, some form of victim awareness should be included in most sentence plans.
- **Review** – The Offender Manager will be responsible for a continuous process of reviewing the OASys assessment and the sentence plan to ensure that these are still accurate and relevant, revising them as necessary. This therefore ensures that any changes in the convicted person’s needs, or any progress / regression made in terms of their offending behaviour is accounted for. Assessments and sentence plans may need to be re-shaped in the event of further offending and re-conviction, or as a result of changes in the convicted person’s lifestyle, circumstances or risk factors.

Evaluate / enforce – The Offender Manager must evaluate the outcomes against the targets laid out in the sentence plan. Where the convicted person has not complied with the sentence plan, i.e. has breached, the Offender Manager will also be responsible for carrying out enforcement action. Enforcement requirements are largely a feature of the community phase of an convicted person’s pathway.

How to contact your Offender Manager...

In the community, you can contact your Offender Manager by speaking with your local probation office or your usual probation worker.

In custody, you can contact your Offender Supervisor by submitting a General Wing Application, which your Offender Supervisor should respond to.

Scotland

In Scotland the process for Offender Management is called Integrated Case Management (ICM).

The process was developed by the Scottish Prison Service and is focused on helping prisoners deal with any problems in order to break the cycle of re-offending. The ICM system is charged with assisting prisoners as they assess their attitudes and behaviours that led them to offend. Participation in the process is voluntary and the prisoner is under no obligation to join the system.

Core Screen Interview

The ICM process usually begins with a Core Screen Interview. Soon after being sent to prison, the prisoner will meet with a prison officer and complete an interview. It is a chance for the prisoner to discuss their issues and the needs

they have, for instance: drug problems, housing issues, training or education requirements, mental illness etc.

Standard ICM or Enhanced ICM?

After this interview the prisoner will be informed whether they will be placed on “standard ICM” or the “enhanced ICM” route.

The “standard ICM” is for prisoners serving less than four years and who won’t require Statutory Supervision by social work involvement outside of prison. The “enhanced ICM route” is for prisoners serving over four years in prison or who are subject to statutory supervision and who will require social work involvement upon release. Prisoners on either “route” are supported by prison staff throughout the process and will be assisted in communicating the process to their loved ones. However, if the prisoner is on the “enhanced ICM route”, loved ones can expect to be contacted by a Community Based Social Worker (CBSW) in order that the family can work together to support the prisoner throughout the process.

Case Conference

The next stage in the process is a case conference. If you are in touch with a CBSW they will be able to guide you through what this entails. The usual proceedings are that a group of people involved with the prisoner gathers to discuss the prisoner’s plan for the year and how support can be given. Alongside the prisoner, people who usually attend a case conference are: the ICM case coordinator, a family member or close friend, a social worker and the prisoner’s personal or supervising officer. Case conferences will be held once a year, with the last one taking place around three months before the prisoner’s release date. If you as a family

member or friend are experiencing financial difficulties and wish to attend your loved one’s case conference, help may be available to you. Please visit our [Cost of Prison Visits](#) page for more information.

ICM’s are a good way for an prisoner to plan for their time in prison and to receive support during their rehabilitation. If the prisoner is eligible for a Home Detention Curfew Order (HDC), participating in the ICM process can speak well of an prisoner’s intent to rehabilitate themselves and re-join society in a productive manner.

