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*Evaluation of Integrated  
Offender Management in  
Sussex  
Summary Report*

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## Introduction

The Hallam Centre for Community Justice (HCCJ) at Sheffield Hallam University was commissioned by the Sussex Criminal Justice Board to undertake an evaluation of Integrated Offender Management (IOM) in Sussex in April 2011. This summary report draws together the key findings from the evaluation.

The aim of IOM is to reduce reoffending, improve community safety and reduce costs to the criminal justice system and to society.

## Sussex IOM model

The research team determined that the IOM model being applied across the county had the following core components:

- *Selection and de-selection of IOM offenders*
- *Case management* of IOM offenders through:
  - One to one case management by a dedicated offender manager, which could be a probation officer, police officer or VCS staff member
  - Day to day offender management by co-located staff from different agencies – primarily police and probation with some partially co-located reducing reoffending pathways service providers
  - Multi-agency case conferencing on a regular basis – ranging from weekly to monthly
- *Pathways interventions* responding to welfare and criminogenic needs identified as a result of one or more of the case management activities
- *Police enforcement/other activities*, resulting from one or more of the case management activities

This model is consistent with the models developed by the IOM Pioneer sites which was subject to a process evaluation in 2011.<sup>1</sup>

## Targeting of IOM offenders

The research team analysed management data from the Surrey and Sussex Probation Trust for all Sussex offenders managed by the Trust on 30<sup>th</sup> September 2010. They found that IOM offenders had higher levels of criminogenic needs than non IOM offenders. In addition based on OGRS<sup>2</sup> scores (which predict risk of reoffending), IOM offenders were more likely to be at risk of reoffending than non IOM offenders. This suggests that local agencies were targeting the offenders who caused the most harm and most cost to society.

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<sup>1</sup> Senior, P., Wong, K., Culshaw, A., Ellingworth, D., O'Keeffe, C. and Meadows, L. (2011) Process evaluation of five Integrated Offender Management pioneer areas. Ministry of Justice Research Series 4/11.

<sup>2</sup> Offender Group Reconviction Scale

### Case Study: How much does an IOM offender cost?

The research team examined the costs of an IOM offender over a year. This person had a long history of offending including supplying Class A drugs. He had multiple needs, covering accommodation, drugs misuse, alcohol misuse, mental health ( he had been diagnosed as having a personality disorder and had a significant history of self-harming and suicide attempts), relationships ( choosing vulnerable and chaotic females as partners), and lifestyle (associating with antisocial peer group). He had limited contact with his family and so was quite reliant on support that came from partnership agencies. Over a twelve month period he was released on licence and recalled to prison.

The total cost to local agencies of working with the offender for a year was approximately £61,000. The greatest proportion of costs was incurred by housing agencies (55%) and the prison service (17%). Costs to the NHS excluding drug treatment made up a tenth of the costs. The costs to police and probation were 8% and 4% respectively.

### Does IOM reduce reoffending?

The research team analysed Police National Computer (PNC) data on reconvictions for 483 offenders<sup>3</sup> who commenced on IOM by 31<sup>st</sup> October 2010. They found:

- There was a 78% reduction in actual reoffending compared to the predicted level of reoffending (calculated using Ministry of Justice methodology) for the IOM offenders across Sussex.
- 19% of the IOM offenders across Sussex were reconvicted in the 24 months after registration on IOM compared with 45% in the 24 months before IOM. This equates to a 56.8% percentage reduction
- The average number of convictions for offenders on the IOM cohort across Sussex reduced from 1.24 to 0.42 in the 24 months before IOM compared to the 12 months after registration with IOM. This equates to a 68.7% percentage reduction

### Does IOM reduce costs to society?

The research team estimated the benefits of IOM in Sussex in relation to savings in the cost of crime to the criminal justice system, victims and wider society.

Based on the 78% reduction in actual reoffending compared to predicted level of reoffending, they found that over a five year period, for each £1 spent on IOM there is a benefit to society of £1.59 from the estimated reduction in crime committed by offenders on IOM.

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<sup>3</sup> The reconviction cohort was comprised primarily of statutory offenders but also included non-statutory offenders

## The Research Team

The Hallam Centre for Community Justice (HCCJ) at Sheffield Hallam University has over 11 years of experience in contract research, consultancy, policy and practice development in the field of crime reduction, community and criminal justice. Our clients include: Home Office, Ministry of Justice (MoJ), National Offender Management Service (NOMS), Youth Justice Board (YJB), Department for Work and Pensions (DWP), Department for Children Schools and Families, criminal justice boards, voluntary organisations, probation trusts, police services, local authorities, prisons, and private sector organisations. The Centre has a broad range of experience and expertise which effectively combines academic, professional, managerial, administrative, knowledge management and research skills. Senior researchers have previously been practitioners and managers in the voluntary and private sector, youth justice services, probation and prisons.

## About the publisher

Under the direction of Professor Paul Senior, the Hallam Centre for Community Justice is part of the Faculty of Development and Society at Sheffield Hallam University.

The Centre is committed to working alongside community justice organisations in the local, regional and national context in pursuance of high quality outcomes in the field of community justice research, policy and practice. In particular:

- evaluation studies
- scoping and mapping surveys
- full-scale research projects
- continuous professional development
- conference organisation
- information exchange through the Community Justice Portal [www.cjp.org.uk](http://www.cjp.org.uk)