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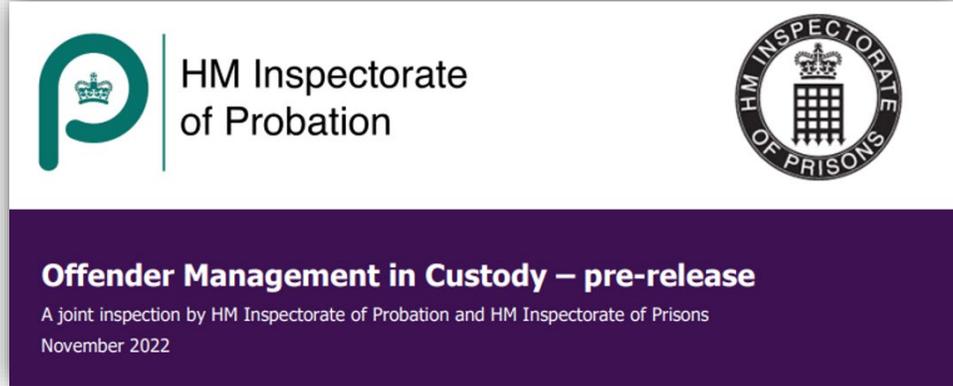


# **OMiC joint thematic inspection: pre- and post-release**

**Launch event: 16 March 2023**

# Contents of today's presentation:

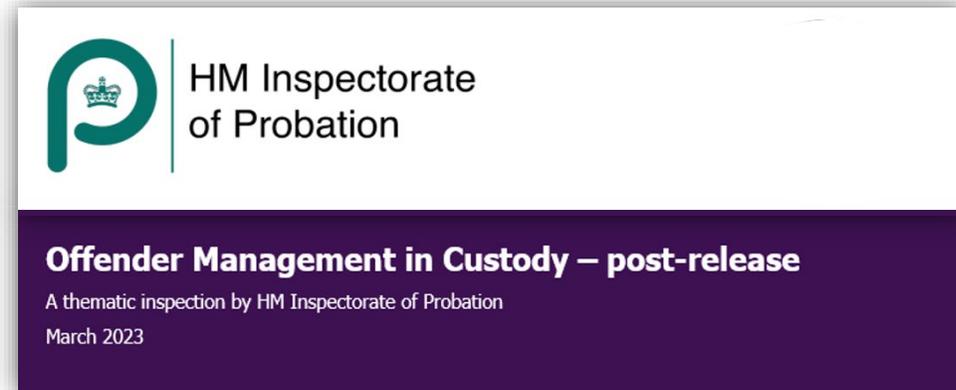
- 01 **Background to the inspection**
- 02 **Methodology**
- 03 **Pre-release: findings**
- 04 **Pre-release: recommendations**
- 05 **Post-release: findings**
- 06 **Post-release: recommendations**
- 07 **Effective Practice**



## Introduction to OMiC:

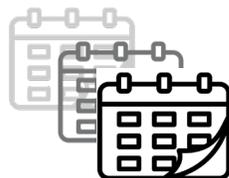
- **Implemented** April 2018.
- **Case management implementation** commenced in the male closed estate in October 2019, in the male open estate in March 2021 and in the women's estate in April 2021.
- HMPPS received £100m to **recruit 2,500 new prison officers** to improve safety and deliver key work.

- Each prisoner is allocated a **keyworker**.
- **Transferred responsibility** for offender management from the community into prisons.
- The **OMiC staffing target** places over 200 senior probation officers and almost 800 probation officers in prisons, working alongside just over 1,000 prison offender managers.





# Context



- In scope: legacy NPS cases with **more than 10 months** to serve at the point of sentence

- **Handover** should take place at 7.5 months from the earliest release date for NPS legacy cases and at 12 weeks for legacy CRC cases.



- OMiC implementation was paused in March 2020 due to Covid-19 **national lockdown** and this was fully accounted for in our inspection methodology.

- Responsibility for the delivery of resettlement services moved to the Regional Probation Directors (RPDs) with **key interventions** delivered by Commissioned Rehabilitative Service (CRS) providers.



- Under the **new resettlement approach** all resettlement prisons have an embedded pre-release team, often comprised of legacy Through the Gate staff.



- **Short sentence** function teams have been created in each probation region to work with those serving shorter sentences.



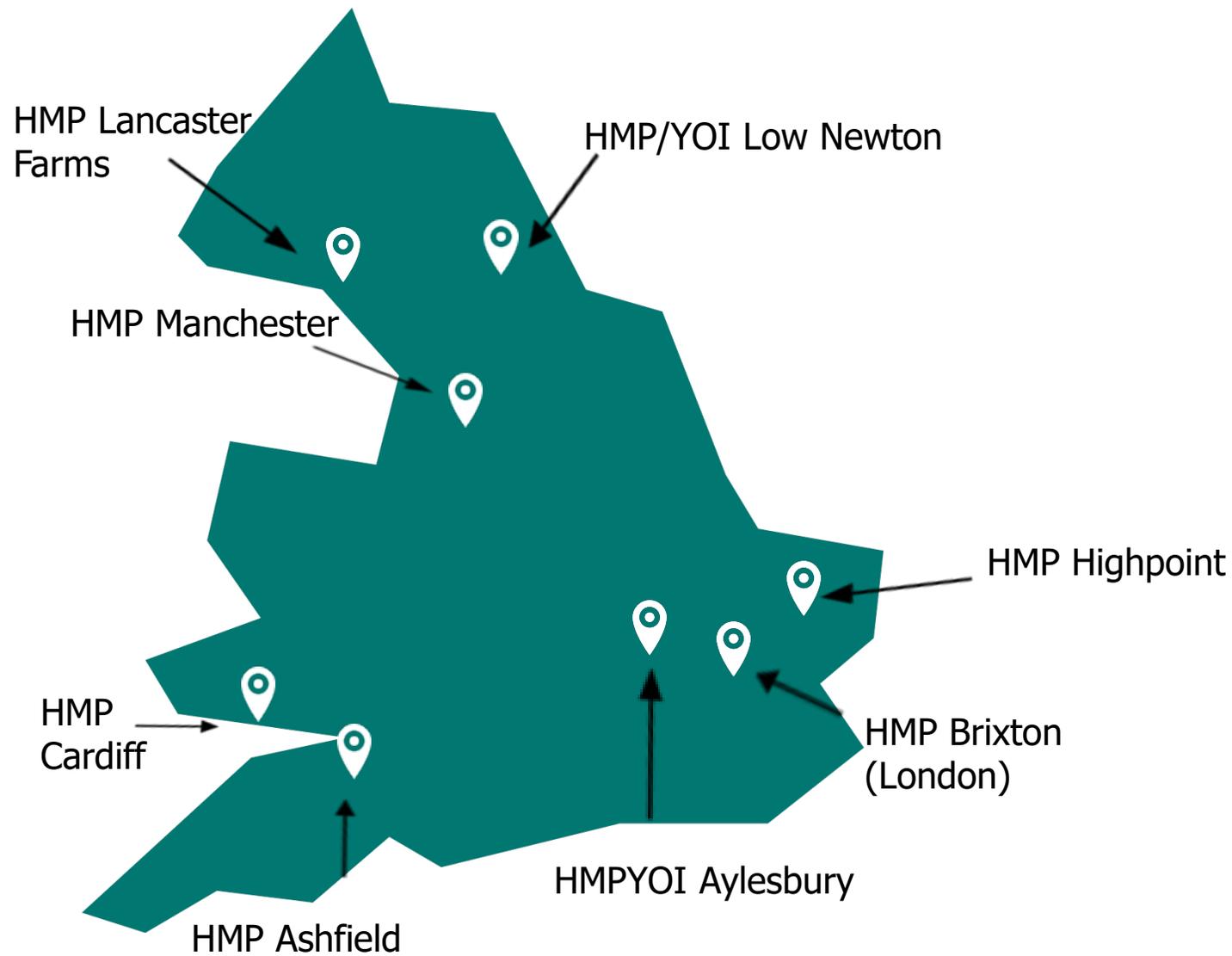
- Community Accommodation Services (CAS) 3 offers **temporary accommodation** and support to prison leavers.





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## HM Prisons in England & Wales





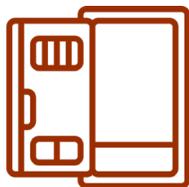
# Methodology

## Pre-release



- Eight prisons
- 100 cases
- DWRM

## Post-release



- Looked at initial outcomes for 96 cases
- DWRM interviewed 53 cases

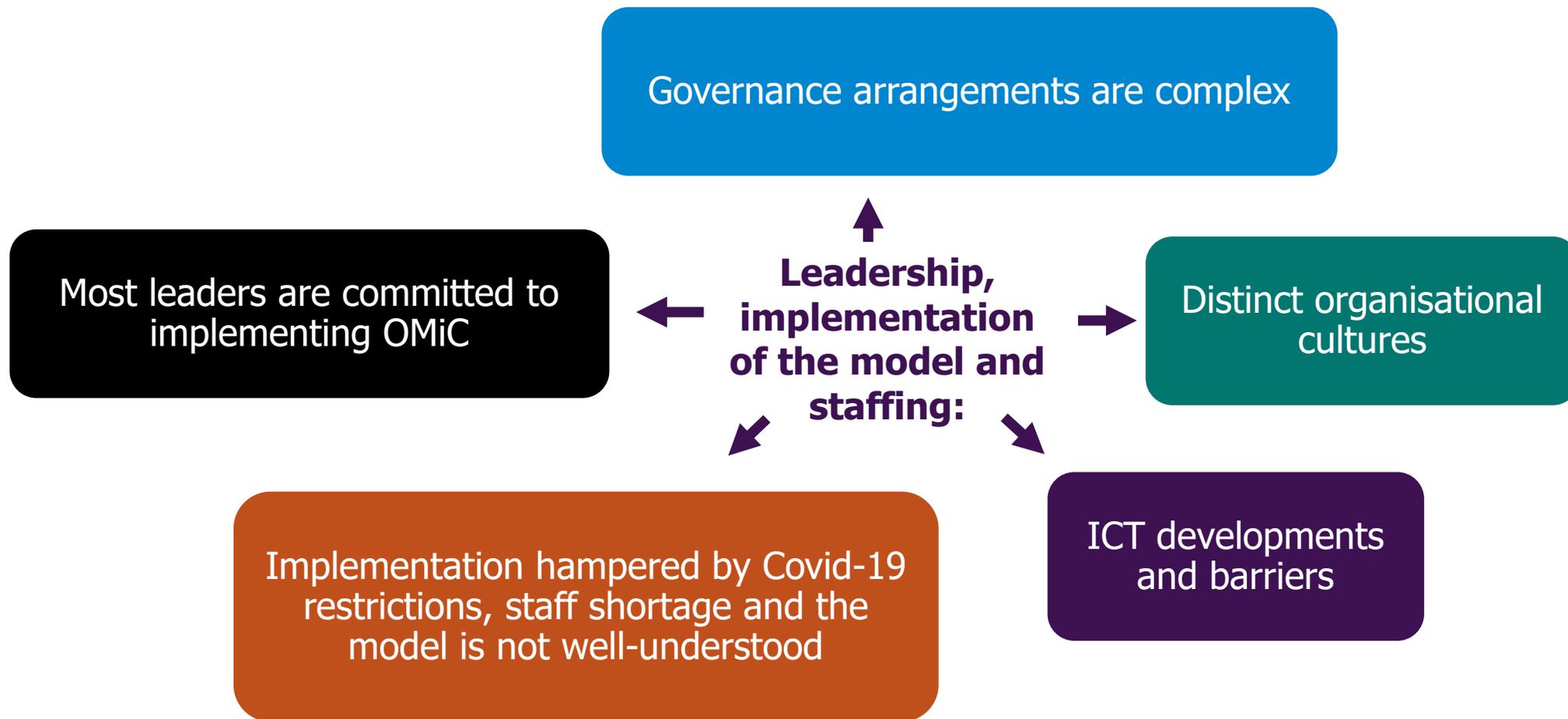
## Both



- Evidence of governance arrangements, staffing profile and performance data
- Local meetings with prison governors, probation leaders, service providers, COMs, OMiC and resettlement leads, POMs, COMs, key workers and interventions leads
- National meetings with prison and probation senior leaders

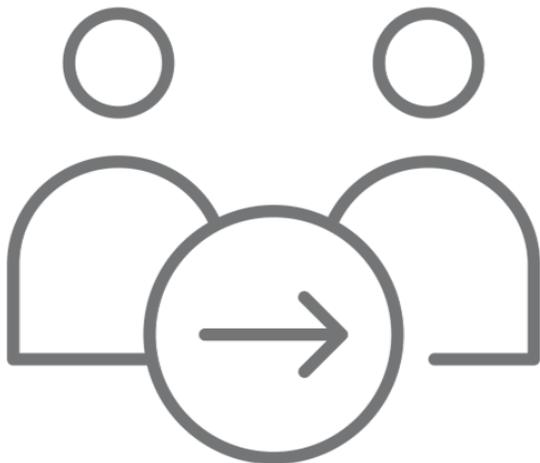


# Pre-release: findings



## Pre-release: findings

### Keyworkers



Sessions lack depth and meaning



Often cross deployed to operational duties



Understanding of the role is mixed



Lack of access to Sentence Plans



Limited contact with Offender Management Unit.



# Offender Management Unit (OMU)

## Structure

- Head of Offender Management Service (HOMS)
- Head of Offender Management Delivery (HOMD - SPO)
- Prison Officer Prison Offender Managers (POMs)
- Probation Officer Prison Offender Managers (POMs)



Probation POMs **lack capacity** for intensive work with individuals



Prison officer POMs – **cross deployed**



COMs are also **stretched**



Prisoners (and keyworkers) become frustrated by **lack of contact** with OMU.



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# Pre-release: findings

## Offender Assessment System (OASys) and Sentence Plans

### OASys

- Variable quality
- Too much information pulled through and not updated
- Some prisons do few initial assessments

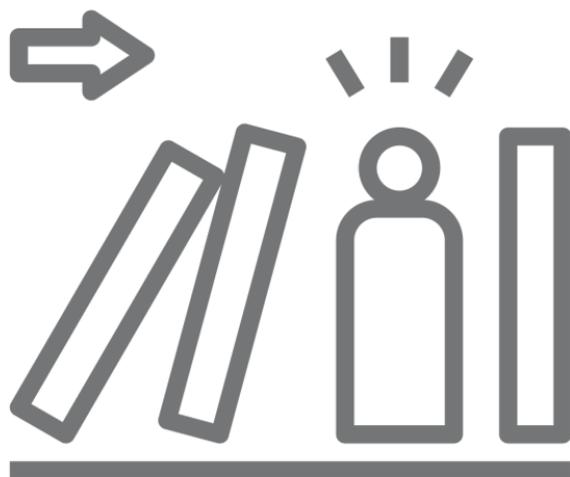
### Sentence Plans

- Lack information about activities/ interventions relevant to current prison
- Most prisoners aware of objectives but few had copy of their Sentence Plan.



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## Interventions



## Pre-release: findings

Lack of accredited programmes



Run out of time to start the required programme



Little one-to-one work



In cell packs – but little meaningful feedback



Lack of interventions hampers progression



Difficulty knowing which prisons run which programmes.





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# Pre-release: findings

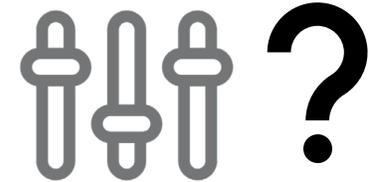
## Public Protection

- Risk management plans – helped by **Four Pillars approach**



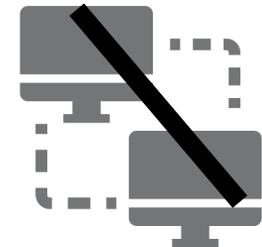
- Prepared early in sentence and **not updated**

- **MAPPA level** unclear



- Interdepartmental **Risk Management Meeting** - variable

- **Lack of connectivity** between IT systems.



## Pre-release: findings

Handovers – an improving picture?

Use of video more embedded

Lack of resettlement services not fully understood

Good use of Approved Premises

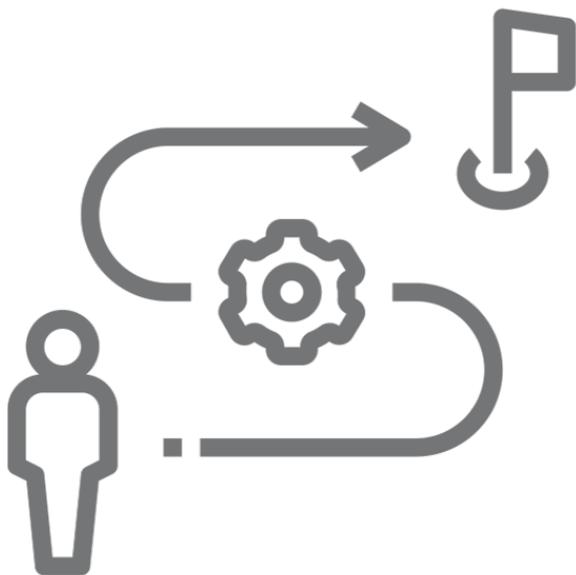
Accommodation arranged late/ released homeless

Impact on the individual in prison

### Examples of good practice include:

- setting up interviews for jobs/ benefits
- managing medication pre-release and through the gate.

### Preparation for release

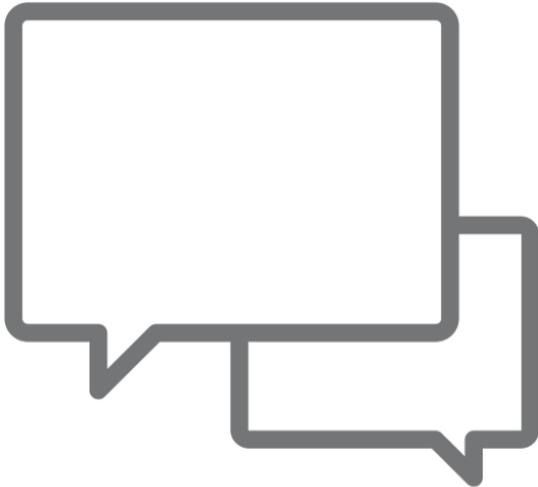




# Learning from people in prison

We commissioned DWRM to gather views from prisoners on the service they had received.

## DWRM found 3 key themes:



1) The prisoner **voice**:

*"I feel like it [my sentence plan] was written for me; not in consultation with me."*

2) Creating and building **identities**

3) **Individuality** - One size does not fit all:

*"I don't feel like it has been personalised at all, ...it's a set process, copy and paste from offender to offender."*



## Learning from people in prison

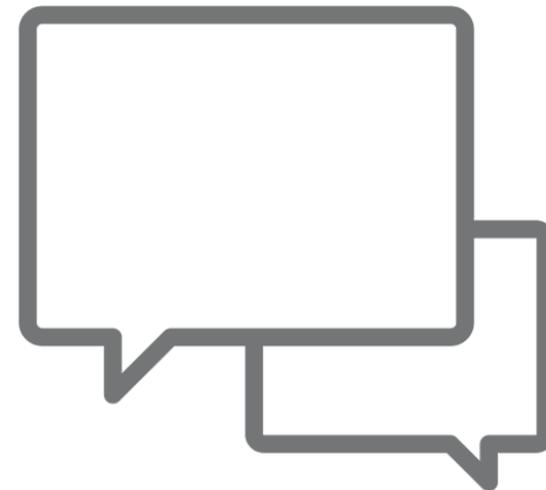
- 35% of those interviewed had not seen their key worker in the last six months:

*"If there was an actual office where we could go and talk to someone face to face, that would make your jobs and our lives so much easier."*

- 64% had seen their POM, one or two times in the last six months: "

*When you don't have communications between two parties, there is no understanding, there is no planning it's all been one-sided with no reply".*

- 60% of prisoners felt they had not been encouraged to make the most effective use of their time in prison to prepare them for their release.
- 64% felt that the support from their POM did not focus on their own circumstances.





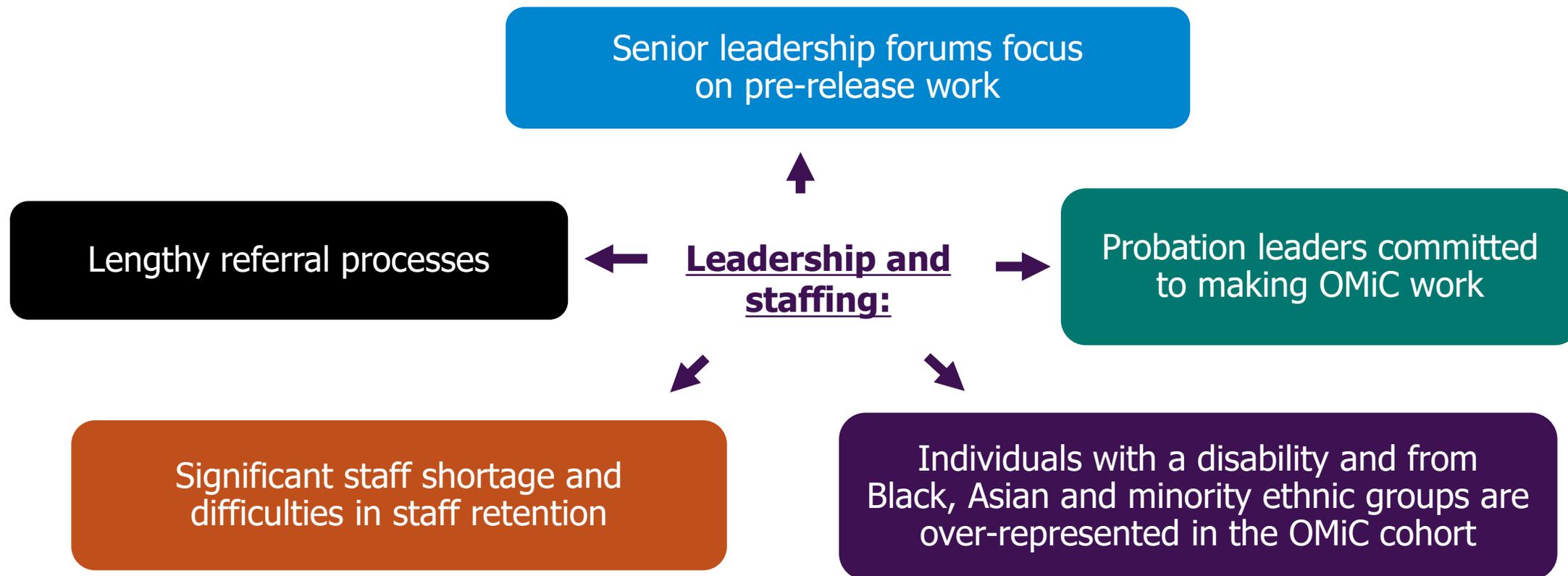
## Recommendations (Pre-release)

### We have made 17 recommendations which, in summary, call for:

- 1) a review of **the OMiC model** to ensure flexibility in how it is deployed in different types of prisons
- 2) a fundamental review of **the probation POM role**
- 3) greater alignment of **prison and probation ICT** systems
- 4) protected time and space for prison officers to undertake **the keywork role**
- 5) ensure that **the COMs role** is understood in relation to prison-based pre-release teams.

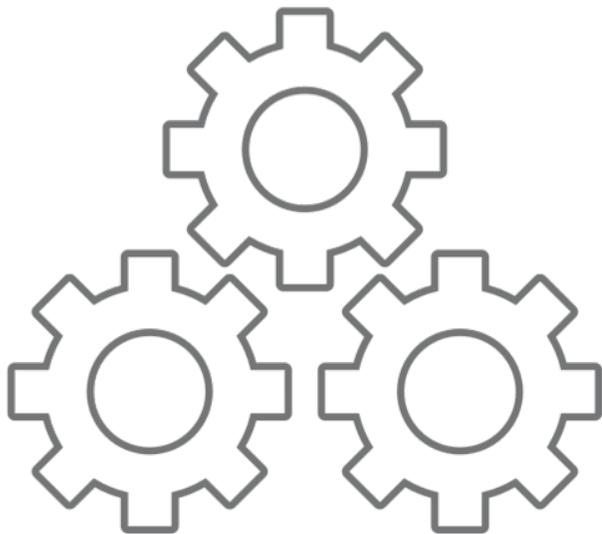


## Post-release: findings





## Services



## Post-release: findings

Mismatch between services needed and those provided and referral processes not well understood

Services to support keeping other people safe were delivered in only one in five cases

CAS3 accommodation works well

No provider access to nDelius

Services to address key needs were delivered in only one in three cases

Co-location works well

Approved premises provide good support



## Post-release: findings

### People on Probation



- **Induction** experienced as one-way
- **Sentence management** done to, rather than with
- Not enough time to develop a good **working relationship**
- Some **COMs engaged** well with people on probation
- Frequent **changes of COM**



## Post-release findings

### Outcomes:



- Overall, good **engagement**
- Key improvements to support **desistance** were made in only one in four cases
- Improvement in key factors to ensure **other people's safety** were made in only half of cases
- Some cases where **risk level** was underestimated or reduced too quickly following release
- 30% **recall rate**
- Only four in ten went into **settled accommodation** on release
- Only 8% went into **full-time employment**



## Recommendations (Post-release)

### **We have made 10 recommendations which, in summary, call for:**

- 1) introduction of a senior practitioner role
- 2) continuity of care in substance misuse treatment
- 3) giving providers direct access to probation service records
- 4) timely domestic abuse and safeguarding information-sharing
- 5) probation practitioners working closely with administrators and probation service officers to provide resettlement support.



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## Effective practice guide: pre-release

- Background
- Our standards: what we looked for and our expectations
- Learning from people in prison
- Leadership, implementing the model, staffing
- Delivery of offender management in custody
- Guiding principles for POMs, keyworkers and COMs
- Effective engagement
- Case illustrations of the guiding principles





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## **Effective practice guide:** working with people subject to custodial sentences

- Background.
- Principles of effective resettlement
- Learning from people in prison and on probation
- Services to meet the needs of people released from prison
- Case management themes





effective practice  
Where we see our standards delivered well, in practice.



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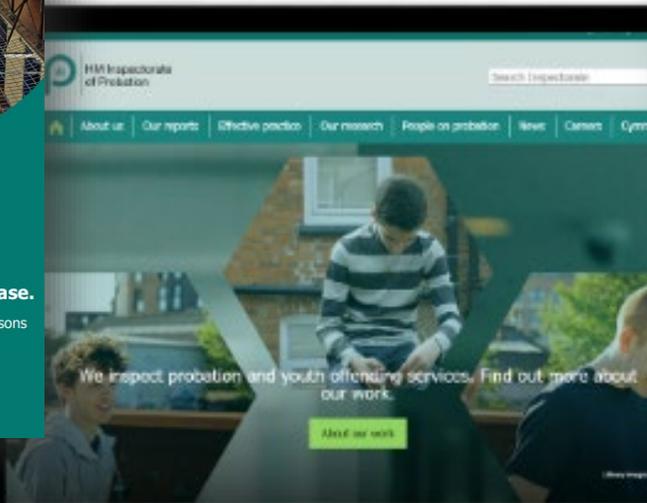


AN HM INSPECTORATE OF PROBATION EFFECTIVE PRACTICE GUIDE

## Effective practice guide **OMiC**

Based on: **Offender management in custody – pre-release.**  
A joint inspection by HM Inspectorate of Probation and HM Inspectorate of Prisons

**November 2022**



effective practice  
Where we see our standards delivered well, in practice.



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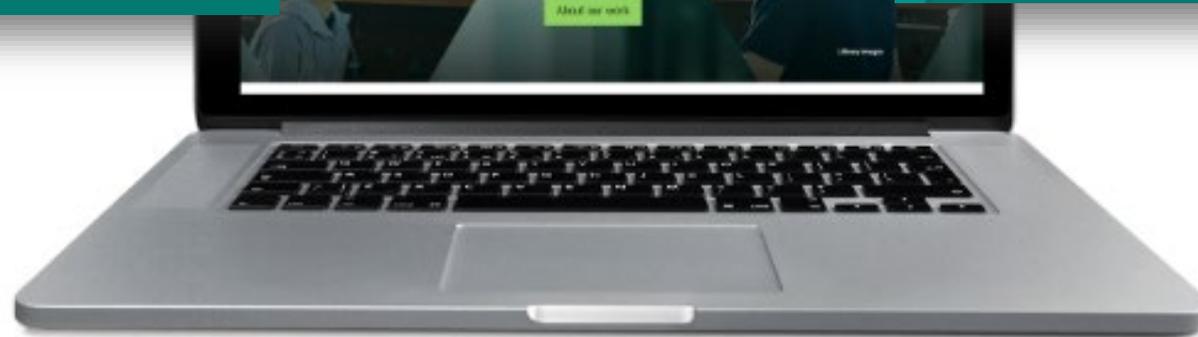


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