



National Offender
Management Service

Targeting and Delivering Offender Management in Custody

Practice Guidance for Offender Supervisors

September 2014

Targeting and delivering offender management in custody

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Introduction

With finite resources available in prisons, and prisons being given new, more focused roles through reconfiguration, it is essential that each establishment understands its core function in order to make the most effective use of its people and the time available. We also need to ensure that offender management activity is defined in terms of what is 'core' and what is 'additional', so that additional input can be focused where it is most needed.

Prisons were previously issued with a framework for 'tiering' offenders in order to identify which cases should be given priority, both in terms of time and resources. This guidance replaces the tiering framework, with a new, simplified model that fits the new configuration of prisons, and takes account of the changes brought about by the Rehabilitation Programme.

It also includes a series of Role Guides for offender supervisors so that the key actions expected of the role are clear, according to the type of establishment. These role guides are provided on the assumption of the OMU having at least a near-full staffing complement in place, and make no assumption that these core tasks can be delivered routinely where significant vacancies exist. However, they have been provided to give a guide to what the role should consist of, where capacity exists.

A whole prison approach to rehabilitation

Whichever role a prison has, all prisons are expected to develop a safe, decent, rehabilitative culture which promotes desistance, as set out in NOMS' Commissioning Intentions:

1a) There is a sense of purpose in relation to rehabilitation, desistance and progression through a sentence which is shared and understood by all who work with offenders.

1b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.

Every Contact Matters

This means that every encounter with an offender should be seen as an opportunity to motivate him or her, promote desistance or maintain progress, whoever the member of staff may be. This is important both for promoting the goal of reducing reoffending, but also for making the best use of the lean resources available. The following approaches are recommended for all staff working with offenders:

- Modelling the behaviour they wish to see, such as courtesy and punctuality
- Challenging negative behaviours and thought processes
- Using authority consistently and appropriately
- Offering encouragement and hope that an offender can change
- Using positive reinforcement fairly and consistently to support changes in behaviour
- Resolving conflict, wherever possible, through negotiation and discussion
- Modelling good problem solving skills and perspective taking
- Communicating with offenders in an open, warm and enthusiastic manner

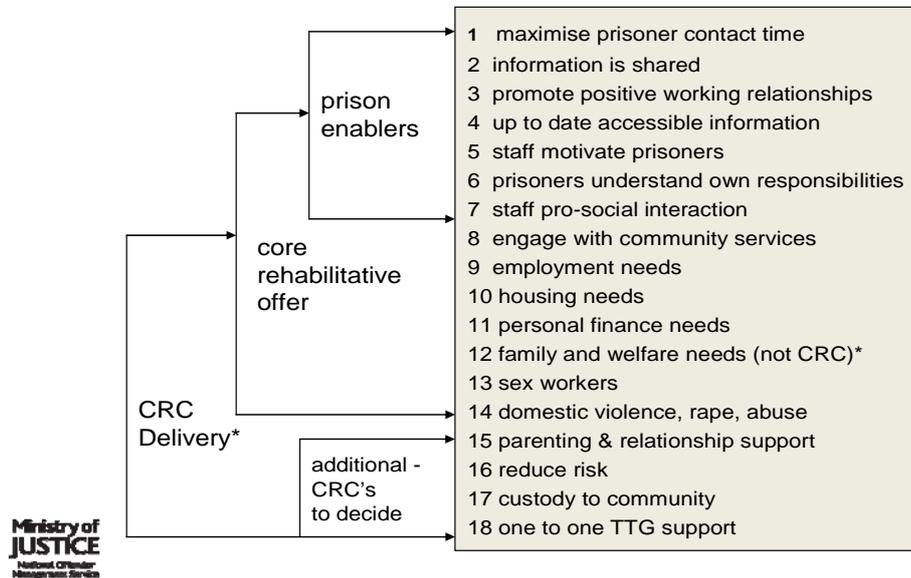
Core offer

This rehabilitative culture should be the foundation for all offender management and rehabilitative work with prisoners. On top of this sits the 'core rehabilitative offer' which

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should be available to all prisoners, and the additional services offered to appropriate prisoners, set out in the service specification for Rehabilitative Services in Custody.

Rehab Services Spec Outputs



The combination of these services, some of which will be provided by CRCs, together with work opportunities available for longer-term prisoners, and underpinned by a rehabilitative culture of the institution and pro-social modelling by staff, provides a solid foundation which can be mutually supportive with offender management. This edition of the Offender Management Practice Guidance will set out how this enables more individualised offender management support to be targeted more carefully.

Core Offender Management	Additional Offender Management	Who to target for additional Offender Management
<p>What is the aim of Offender Management?</p>		
<p>Offender management is the thread running through an offender’s sentence. While continuity of the individual managing an offender throughout their time in custody may not be possible to achieve, the aim of offender management is for the offender to experience their sentence in a seamless way, through the transitions from community to custody at sentencing stage, through transfers from one prison establishment to another, and back out into the community. The role of offender management is to enable progress to be made in a coordinated way, with the Offender Supervisor providing support to an offender to set and meet goals in their sentence plan, provide challenge when faced with negative attitudes and behaviour, and reflect on progress made in a way that can provide motivation to the offender.</p>		
<p>Targeting offender management and rehabilitative activity</p>		
<p>Offender management remains a high priority for NOMS and is key to enabling offender to progress through their sentence in a way which supports rehabilitation, public protection and effective reintegration into the community. However, OMU resources are finite, and so it is essential that they are used as efficiently and effectively as possible. All offenders have, and will continue to have, access to a wide range of core offender management services relevant to their sentence type and the stage they have reached in their sentence (set out in more detail below). However, the most intensive OM activity, namely dedicated one-to-one time between offenders and offender supervisors, needs to be targeted where it is likely to have the most impact. This is set out in the subsequent sections.</p>		
<p>Core Offender Management</p>		
<p>All offenders have access to a wide range of core activities undertaken as an everyday part of offender management, relevant to the sentence type and stage each prisoner has reached in their sentence. These core activities are the mainstay of offender management and have the potential to deliver huge value in terms of reducing reoffending, protecting the public and promoting effective resettlement.</p>		
<p>In keeping with the idea of a rehabilitative culture in prisons, it is important that every contact an offender supervisor has with a prisoner is seen as an opportunity to engage, motivate and act as a positive role model. Time spent interviewing offenders for assessments, plans and reviews provides a huge opportunity to shift offenders’ attitudes and behaviours and contribute to the rehabilitative agenda.</p>		
<p>All prisoners sentenced to 12 months or more will receive the following service as a core part of their sentence:</p>		
<ol style="list-style-type: none"> i. Screening for resettlement needs via the BCST part 1 (and a resettlement plan via BCST part 2 – completed by a Community Rehabilitation Company [CRC]) ii. An OASys assessment, including a full sentence plan (where the offender is sentenced to 12 months or more), using this as a key opportunity for engagement, motivation and supporting progress iii. The full range of offender management activity required to ensure an offender can progress through their sentence, i.e.: <ul style="list-style-type: none"> • sentence calculation • categorisation • allocation • assessment for suitability for release on temporary licence • assessment for suitability for Home Detention Curfew 		

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- iv. An offender supervisor who can act as a positive role model and provide motivation and encouragement as an integral part of *any contact* they have with a prisoner, e.g. in assessment interviews
- v. Signposting to core rehabilitative services, some of which will be provided by, or alongside, CRCs in line with the resettlement plan (including advice and support with financial, housing or employment needs), and some delivered by the prison (in particular family visits)
- vi. For indeterminate sentence prisoners (ISPs), good quality reports in support of Parole hearings

OMUs in local prisons will be able to focus their time on these core activities, as the majority of these establishments are not expected to retain prisoners for periods of time that would enable interventions or additional support to be delivered. The core role in a local prison is to carry out the above, and ensure the prisoner is transferred to the right establishment to meet their needs, or for shorter sentences, to deliver the above and enable the CRCs/NPS to fulfil their responsibilities. However, it is recognised that some establishments will retain some prisoners for longer and will therefore be delivering interventions.

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Core Offender Management	Additional Offender Management	Who to target for additional Offender Management
<p>Additional Offender Management (<i>one to one time</i>):</p> <p>Additional offender management time, via dedicated one to one time between an Offender Supervisor and an offender is available where necessary to support and enhance the delivery of the sentence.</p> <p>For some offenders, additional dedicated one to one time will help motivate them and overcome barriers to engagement and therefore contribute to reducing their risk of reoffending and protecting the public. Resource available in OMUs for this one to one time is finite however, and so we require OMUs to target this additional activity where it will have the most impact, both in terms of identifying priority groups but also in scheduling time for specific purposes, rather than as a matter of routine. Targeting this resource at those with the highest risk, with a clear goal in mind for each session, allows for better quality engagement between the prisoner and their Offender Supervisor.</p> <p>Additional OM might include:</p> <ul style="list-style-type: none">• Acting as an advocate for offenders, referring them to the services that they need and helping them to gain access if difficulties arise.• Providing help to secure, manage and maintain suitable employment, e.g. through undertaking work or training during custody and working to secure a job upon release – this might be in conjunction with new Community Rehabilitation Companies (CRCs) when they begin to work with prisoners ‘through the gate’• Providing help to secure, manage and maintain suitable accommodation as the prisoner nears their release date – this might also be in conjunction with new CRCs providing resettlement services• Acting as a positive role model, providing support on a one to one basis, in order to help motivate the offender to make progress against their sentence plan• Supporting offenders to work towards the practice and completion of the objectives and learning points from an accredited programme, as agreed with the offender in the post programme review• Reflecting with prisoners on activities and interventions undertaken, reinforcing learning, and helping to maintain motivation• Helping prisoners to reflect on the impact of their actions, and on their behaviour following an adjudication or violent incident <p>Frequency of one to one sessions between Offender Supervisors and those prisoners identified as a priority for this work will vary according to staffing levels and type of caseload. Where time is used to support offenders to work towards objectives following completion of an accredited programme, OMU resources do not allow for this to be provided as intensively as some programmes expect and resource would need to be found elsewhere for this intensive activity.</p> <p>In some cases, offenders may need input from probation or psychology staff based in the establishment instead of, or in addition to, time with their offender supervisor. This may be where one to one work is needed to:</p> <ul style="list-style-type: none">• Help move an offender to a position where they are ready to participate in an accredited programme, e.g. with someone who is in denial of their offence• Address offending behaviour with someone who is unable to take part in a programme		

TARGETING AND DELIVERING OFFENDER MANAGEMENT IN CUSTODY

Core Offender Management	Additional Offender Management	Who to target for additional Offender Management
<p data-bbox="153 311 879 344">Priority groups for additional offender management</p> <p data-bbox="153 389 1161 423">The priority groups for additional, one to one offender supervisor support are:</p> <ul data-bbox="201 456 1407 658" style="list-style-type: none">○ Prisoners who are both highest risk of reoffending (OGRS3 75+) and high RoSH○ Prisoners who pose the highest risk of any reoffending i.e. with an OGRS3 score 75+ (these may include those who have been identified as IOM cases)○ Prisoners who pose a high or very high risk of serious harm (RoSH)○ Indeterminate sentence prisoners at key stages in their sentence, particularly when preparing for a milestone such as a parole hearing or a move to open conditions <p data-bbox="153 692 576 725"><i>Further groups for consideration</i></p> <p data-bbox="153 725 1407 792">Prisons may also consider as potentially eligible for additional offender management time those prisoners who present with specific challenges or need for support:</p> <ul data-bbox="201 826 1407 1308" style="list-style-type: none">○ Those who refuse a place on an accredited offending behaviour programme, or deemed not ready following an assessment from a psychologist○ Those who start but fail to complete a programme (often those who fail to complete a programme are those who are quickest to fail on release too)○ Those who present as medium risk on OGRS and RoSH but for whom there is no suitable accredited programme○ Those whose circumstances make engagement with the sentence plan or progress through sentence particularly difficult, e.g. because of:<ul data-bbox="248 1106 1407 1308" style="list-style-type: none">● a learning difficulty● problems with the English language● mental or physical health problems● poor/non-compliant behaviour in prison indicating that extra support would be beneficial (e.g. failure to complete education or work allocations, repeated adjudications, staff assaults). <p data-bbox="153 1341 1407 1576">The extent to which support can be offered to any prisoners falling under these groups will depend on the population profile in each prison. In some prisons, there will be a higher than average proportion of the top priority offenders and it is unlikely that further groups of prisoners will be able to receive additional OM. For this reason, we have not specified the frequency of supervision expected for each level of OM. It may be necessary to tailor the level of service offered in each prison according to the profile of the population, in line with the resources allocated.</p> <p data-bbox="153 1632 1407 1834">If the OMU is considering offering face to face time with offenders who are lower or medium risk, access to the OMU should be provided in a limited way to avoid over-stretching the capacity of the team and spending a disproportionate amount of time supporting those with fewer needs. This should be limited to offering a 'surgery', drop-in sessions or 'wing walks' at fixed times, rather than scheduling regular offender supervisor time with all prisoners individually. This applies to local prisons in particular.</p>		

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Targeting Framework for Offender Management in Custody	
Level of Service	Offender Management Approach
<p>Core Offender Management</p> <p>For offenders:</p> <ul style="list-style-type: none"> • scoring between 0-74 using OGRS <p>AND</p> <ul style="list-style-type: none"> • posing a LOW/MEDIUM risk of serious harm (based on the risk the offender would pose if s/he was released) 	<p>Core offender management offer (including core rehabilitative services)</p> <ul style="list-style-type: none"> • Offender's needs are met with regard to decency, health and safety • BCST assessment (part 1) is completed by prison staff and BCST resettlement plan (part 2) is completed by CRC. • Offender is signposted to core rehabilitation services as part of the Through the Gate service, including those to address: <ul style="list-style-type: none"> ○ Employment needs ○ Housing needs ○ Personal finance needs ○ Sex workers' needs ○ Needs of victims of domestic violence, rape or abuse ○ Parenting and relationship support needs ○ Family and welfare visits (these will be provided by the prison not CRC) • OASys assessment and sentence plan are undertaken (except for those sentenced to <12 months) • Offender is engaged in their assessment and sentence plan and subsequent reviews (NB reviews will not normally apply in local prisons) <p>• Additional 1:1 time or support to enable progress against sentence plan is not offered on an individual basis (e.g. only available through 'surgeries') except where a local prison has retained some prisoners beyond the initial stage of their sentence</p>
<p>Additional Offender Management</p> <p>For offenders:</p> <ul style="list-style-type: none"> • scoring 75+ using OGRS <p>AND/OR</p> <ul style="list-style-type: none"> • posing a HIGH/VERY HIGH risk of serious harm <p>AND/OR</p> <ul style="list-style-type: none"> • serving indeterminate sentences (at key stages in the sentence) <p>* There may also be groups of offenders who could be included where resources allow, where they have specific challenges or need for support due to language barriers or health needs or other complex factors</p>	<p>Core offender management offer</p> <ul style="list-style-type: none"> • Offender's needs are met with regard to decency, health and safety • BCST assessment (part 1) is completed by prison staff and BCST rehabilitation plan (part 2) is completed by CRC. • Offender is signposted to core rehabilitation services as part of the Through the Gate service. • OASys assessment and sentence plan are completed (except for those sentenced to <12 months) <p>Additional offender management offer for highest risk of reoffending</p> <ul style="list-style-type: none"> • Implementation of a carefully planned programme of activity designed to support personal change and rehabilitation • 1:1 sessions with Offender Supervisor to support, motivate and engage the offender in making progress with their sentence plan • Offender Supervisor works with the offender to prepare them for accredited programme/reflect on learning post-programme, where offender is eligible <p>Additional offender management offer for high risk of serious harm</p> <p>Risk management activity should be led by community-based Offender Manager, centring on liaison with external partners and public protection teams. Likely to involve inter-agency, multi-faceted plan of work to control and monitor behaviour</p> <p>Within the establishment Offender Supervisors should ensure appropriate cases are discussed at inter-departmental risk management meetings, considered for communications monitoring, restrictions on visits, etc</p>

**THE ROLE OF OFFENDER SUPERVISORS
IN RESETTLEMENT PRISONS WITH A
LOCAL FUNCTION**

Role guide for:	Band 4 Offender Supervisors
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Purpose

The purpose of this Role Guide is to ensure that Offender Supervisors involved in offender management activity are fully conversant with their responsibilities.

RESETTLEMENT LOCAL PRISON – CORE RESPONSIBILITIES	
NO.	ACTION
1	Ensure all new prisoners are met, as part of a required screening, using Part 1 of the Basic Custody Screening Tool (excluding Part 2, the Resettlement Plan), within 72 hours of reception.
2	Ensure the Initial Categorisation and Allocation (ICA) form is completed within 4 working days (and at least prior to transfer).
3	For the following offenders, engage them in an initial OASys assessment and sentence plan within 8 weeks of sentence: <ul style="list-style-type: none"> • Lifers • Adult offenders sentenced to 12 months or more assessed as posing a low or medium risk of serious harm • Young Adult Offenders (18-20 year olds) with more than 4 weeks left to serve) assessed as posing a low or medium risk of serious harm
4	Ensure PNOMIS case notes include a summary of key current Sentence Planning objectives and are updated/amended as necessary, and the name of the Offender Supervisor.
5	For cases sentenced to 12 months or more, consider most appropriate next prison for transfer to support the sentence planning objectives, ensuring compliance with the allocation pathway for the prison (according to the prison's population specification) for appropriate transfers.
6	Ensure any new information identified/shared relating to the behaviour or risk of a case is analysed, recorded and acted upon, including potential escalation to NPS, as appropriate/necessary. This includes interviews with prisoners subject to public protection restrictions, in line with requirements to actively manage risk.
7	Use supervision sessions with the Custodial Manager to raise issues in relation to initial planning and transfer. This may include cases which are allocated to a CRC but are complex or involve child protection or victim concerns, for example. Further, ensure the peer to peer support and liaison opportunity with custody Probation Officers is utilised in advancing difficult or complex cases.
8	Ensure all relevant reports are completed and shared with the custody probation officer at least 3 working days ahead of the published policy timescales, so they can be submitted on time (including HDC1, SPR L for Parole cases, MALRAP for new Lifer cases, and MAPPA F (contributions to MAPPA meetings for case identified as such, up to 6 months prior to their earliest release date)).

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9	<p>Arrange the pre-release sharing of information for all CRC cases at 3 months prior to earliest possible release date, or as early as possible prior to release where there are less than 3 months left to serve.</p> <p>Attend pre-release meeting with CRC as required, to support effective case handover. This will include advising on appropriate licence conditions and/or post-sentence supervision requirements, where applicable.</p> <p>For NPS cases, contact Offender Manager 6 months pre-release, and attend a pre-release meeting with the Offender Manager to provide input into effective case handovers. Ensure sufficient engage with Offender Manager to enable a smooth transition into the community.</p>
10	<p>Only for standard recalls (recalled for an undefined period) ensure that offenders are engaged with at the earliest stage, working with the Offender Manager, and that risks/needs are identified and activity put in place, to ensure the earliest possible re-release.</p>
11	<p>Ensure discharge licence is understood and signed by the offender pre-release.</p>

LOCAL PRISON – NON CORE ACTIVITY	
(For longer term prisoners who have not moved onto the next stage prison as intended)	
12	<p>Where a Parole oral hearing occurs, attend and make appropriate arrangements as required by the process (Generic Parole Process).</p>
13	<p>For offenders sentenced to 12 months or more, held at the local prison for a period of time in excess of 3 months (for whatever reason), provide ongoing one to one support to appropriate high priority cases according to the identified objectives in the sentence plan. This includes engaging with the offenders, providing motivation, support and acting as a positive role model for those who are high risk of serious harm or score 75+ on OGRS to enable further progress against the sentence plan and support effective risk management.</p>
14	<p>Ensure cases of particular concern are discussed with the Custodial Manager during supervision sessions.</p> <p>Further, ensure the peer to peer support and liaison opportunity with custody Probation Officers is utilised in advancing difficult or complex cases.</p> <p>This may include cases which are allocated to a CRC but are complex or involve child protection or victim concerns.</p>
15	<p>Ensure recategorisation reviews are completed to the required timescales.</p>
16	<p>Ensure referrals to the appropriate interventions and services are made, in line with the objectives of the Sentence Plan, and in an appropriate sequence of activity.</p>
17	<p>For offenders managed in custody (see Action No. 3), ensure the OASys assessment and sentence plan are reviewed with the offender, including the risk management plan where applicable, following a significant change of circumstances (e.g. a transfer, behavioural change, significant progress made, or set-back experienced etc).</p> <p>Use this opportunity to review progress with the offender, ensure targets remain suitable and up to date, and provide motivation and support.</p>
18	<p>For cases managed by a community Offender Manager, ensure the Offender Manager is notified when an OASys review is required to be completed.</p>

**THE ROLE OF OFFENDER SUPERVISORS
IN RESETTLEMENT TRAINING PRISONS**

Role guide for:	Band 4 Offender Supervisors
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Purpose

The purpose of this Role Guide is to ensure that Offender Supervisors involved in Offender Management activity are fully conversant with their responsibilities.

RESETTLEMENT TRAINING PRISON – CORE RESPONSIBILITIES	
NO.	ACTION
1	Meet all new arrivals for introductions within 10 working days.
2	For the following offenders, engage them in reviewing the initial OASys assessment and sentence plan (completed at the Local prison), to familiarise and update as necessary (this could mean that few or no changes are made to the initial OASys, especially if recently completed, however it will ensure you are familiar with the case) : <ul style="list-style-type: none"> • Lifers • Adult offenders sentenced to 12 months or more assessed as posing a low or medium risk of serious harm • Young Adult Offenders (18-20 year olds) with more than 4 weeks left to serve) assessed as posing a low or medium risk of serious harm
3	Ensure PNOMIS case notes include an updated entry for Sentence Planning objectives as required, following the review of OASys, including name of Offender Supervisor.
4	Ensure any new information identified/shared relating to the behaviour or risk of a case is analysed, recorded and acted upon, including potential escalation to NPS, as appropriate/necessary. This includes interviews with prisoners subject to public protection restrictions, in line with requirements to actively manage risk
5	Provide ongoing one to one support to appropriate high priority cases according to the identified objectives in the sentence plan. This includes providing motivation, support and acting as a positive role model for those who are high risk of serious harm or score 75+ on OGRS to further progress against the sentence plan and support effective risk management.
6	Ensure referrals to the appropriate interventions and services are made, in line with the objectives of the Sentence Plan, and in an appropriate sequence of activity.
7	Ensure the OASys assessment and sentence plan are reviewed, with the offender, including the risk management plan where applicable, following a significant change of circumstances (e.g. a transfer, behavioural change, significant progress made, or set-back experienced, etc). Use this opportunity to review progress with the offender, ensure targets remain suitable and up to date, and provide motivation and support as required.
8	Where an identified critical intervention need cannot be met at the current prison, make arrangements to transfer the offender to an appropriate prison, ensuring any

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	required sentence plan objectives are achieved beforehand (where that is the appropriate sequence).
9	Ensure all case information is shared and received from key partners and departments within the prison, using NOMIS where required. Update NOMIS where partners to not have access.
10	Ensure cases of particular concern are discussed with the Custodial Manager during supervision sessions. Further, ensure the peer to peer support and liaison opportunity with custody Probation Officers is utilised in advancing difficult or complex cases. This may include cases which are allocated to a CRC but are complex or involve child protection or victim concerns.
11	Ensure all reports (including HDC, Parole, MAPPA F, ViSOR entries, LISP 7) are completed, and shared with the custody probation officer at least 3 days ahead of the published policy timescales, so they can be submitted on time.
12	Where a Parole oral hearing occurs, attend and make appropriate arrangements as required by the process (Generic Parole Process).
13	Arrange the pre-release sharing of information for all CRC cases at 3 months prior to earliest possible release date. Attend pre-release meeting with CRC as required, to support effective case handover. This will include advising on appropriate licence conditions and/or post-sentence supervision requirements, where applicable. For NPS cases, contact Offender Manager 6 months pre-release, and attend a pre-release meeting with the Offender Manager to provide input into effective case handovers. Ensure sufficient engage with Offender Manager to enable a smooth transition into the community.
14	Ensure discharge licence is understood and signed by the offender pre-release.

NO.	RESETTLEMENT TRAINING PRISON NON-CORE ACTIONS (Required only where accredited programmes continue to be delivered within the establishment)
15	Ensure, ahead of a programme commencement, the offender is prepared and ready to undertake the programme fully.
16	Ensure, where an offender is going through an accredited programme, that they are regularly supported, and coached through to its successful completion.
17	Support offenders to work towards the practice and completion of the objectives and learning points from completed accredited programmes, as agreed with the offender in the post-programme review.

**THE ROLE OF OFFENDER SUPERVISORS
IN NON-RESETTLEMENT PRISONS**

Role guide for:	Band 4 Offender Supervisors
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Purpose

The purpose of this Role Guide is to ensure that staff involved in Offender Management activity are fully conversant with their responsibilities.

NON-RESETTLEMENT PRISONS - CORE RESPONSIBILITIES	
NO.	CORE ACTION
1	Meet all new arrivals for introductions within 10 working days, so the offender knows who is overseeing their case, and what the next steps are, following arrival at the prison.
2	For the following offenders, use the introduction above to engage them in reviewing the initial OASys assessment and sentence plan (completed at the Local prison), to familiarise and update as necessary (this could mean that few or no changes are made to the initial OASys, especially if recently completed, however it will ensure you are familiar with the case): <ul style="list-style-type: none"> • Lifers • Adult offenders sentenced to 12 months or more assessed as posing a low or medium risk of serious harm • Young Adult Offenders (18-20 year olds) with more than 4 weeks left to serve) assessed as posing a low or medium risk of serious harm
3	Ensure PNOMIS case notes include an updated entry for Sentence Planning objectives as required, following the review of OASys, including name of Offender Supervisor.
4	Ensure referrals to the appropriate interventions and services are made, in line with the objectives of the Sentence Plan, and in an appropriate sequence of activity. Any identified accredited programme must be appropriate and in line with the current eligibility criteria for accessing the programme. Where a programme is not appropriate, it must not be included in the Sentence Plan.
5	Provide ongoing one to one support to appropriate high priority cases according to the identified objectives in the sentence plan. This includes providing motivation, support and acting as a positive role model for those who are high risk of serious harm or score 75+ on OGRS to further progress against the sentence plan and support effective risk management.
6	Ensure any new information identified or received relating to the behaviour or risk of a case is analysed, recorded and acted upon, including potential escalation to NPS, as appropriate/necessary. This includes interviews with prisoners subject to public protection restrictions, in line with requirements to actively manage risk.
7	Ensure, ahead of a programme commencement, the offender is prepared and ready to undertake the programme fully.
8	Ensure, where an offender is going through an accredited programme, that they are

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	regularly supported, and coached through to its successful completion.
9	Support offenders to work towards the practice and completion of the objectives and learning points from completed accredited programmes, as agreed with the offender in the post programme review.
10	Ensure all and any case information is shared and received from key partners and departments within the prison, using NOMIS where required. Update NOMIS where partners to not have access. This could be from a wing officer in relation to point 12 above, for example.
11	Ensure the OASys assessment and sentence plan are reviewed with the offender, including the risk management plan where applicable, following a significant change of circumstances (e.g. transfer, behavioural change, significant progress made, or set-back experienced etc.). Use this opportunity to review progress with the offender, ensure targets remain suitable and up to date, and provide motivation and support.
12	Where an identified critical intervention need cannot be met at the current prison, make arrangements to transfer the offender to an appropriate prison, ensuring any required sentence plan objectives are achieved beforehand (where that is the appropriate sequence).
13	Ensure cases of particular concern are discussed with the Custodial Manager during supervision sessions. Further, ensure the peer to peer support and liaison opportunity with custody Probation Officers is utilised in advancing difficult or complex cases. This may include cases which are allocated to a CRC but are complex or involve child protection or victim concerns.
14	Ensure all reports (including Parole, MAPPA F, ViSOR entries, LISP 7) are completed, and shared with the custody probation officer at least 3 working days ahead of the published policy timescales, so they can be submitted on time.
15	Where a Parole oral hearing occurs, attend and make appropriate arrangements as required by the process (Generic Parole Process).

NO.	NON-RESETTLEMENT PRISON NON-CORE ACTIONS (Required only where prisoners are released direct from the establishment)
16	Arrange the pre-release sharing of information for all CRC cases at 3 months prior to earliest possible release date. Attend pre-release meeting with CRC as required, to support effective case handover. This will include advising on appropriate licence conditions and/or post-sentence supervision requirements, where applicable. For NPS cases, contact Offender Manager 6 months pre-release, and attend a pre-release meeting with the Offender Manager to provide input into effective case handovers. Ensure sufficient engage with Offender Manager to enable a smooth transition into the community.
17	Ensure discharge licence is understood and signed by the offender pre-release.

THE ROLE OF BAND 4 OFFENDER SUPERVISORS IN CATEGORY D RESETTLEMENT PRISONS

Role guide for:	Band 4 Offender Supervisors
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Purpose

The purpose of this Role Guide is to ensure that prison staff involved in Offender Management activity are fully conversant with their responsibilities.

Band 4 Offender Supervisors in Category D establishments will only have responsibility for CRC-allocated cases.

CATEGORY D PRISON – CORE RESPONSIBILITIES	
NO.	ACTION
1	Meet all new arrivals for introductions within 10 working days.
2	For the following offenders, engage them in reviewing the OASys assessment and sentence plan, to familiarise and update as necessary, within 12 weeks of the offender arriving at the prison: <ul style="list-style-type: none"> • Adult offenders sentenced to 12 months or more assessed as posing a low or medium risk of serious harm • Young Adult Offenders (18-20 year olds) with more than 4 weeks left to serve) assessed as posing a low or medium risk of serious harm
3	Ensure PNOMIS case notes include an updated entry for Sentence Planning objectives as required, following the review of OASys, including name of the Offender Supervisor.
4	Ensure any new information identified or received relating to the behaviour or risk of a case is analysed, recorded and acted upon, including potential escalation to NPS, as appropriate/necessary. This includes interviews with prisoners subject to public protection restrictions, in line with requirements to actively management risk.
5	Ensure any/all ROTL applications received are appropriate, and clearly linked to the Sentence Planning objectives.
6	Contribute fully to ROTL policy and practice, including going on accompanied ROTL as required.
7	Provide ongoing one to one support to appropriate high priority cases according to the identified objectives in the sentence plan. This includes providing motivation, support and acting as a positive role model for those who are high risk of serious harm or score 75+ on OGRS to further progress against the sentence plan and support effective risk management.
8	Ensure referrals to the appropriate interventions and services are made, in line with the objectives of the Sentence Plan, and in an appropriate sequence of activity.
9	Ensure the OASys assessment and sentence plan are reviewed with the offender, including the risk management plan where applicable, following a significant change of circumstances (e.g. transfer, behavioural change, significant progress made, or set-back experienced etc.). Use this opportunity to review progress with the offender, ensure targets remain suitable and up to date, and provide motivation and

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	support.
10	Ensure all case information is shared and received from key partners and departments within the prison, using NOMIS where required. Update NOMIS where partners to not have access.
11	<p>Ensure cases of particular concern are discussed with the Custodial Manager during supervision sessions.</p> <p>Further, ensure the peer to peer support and liaison opportunity with custody Probation Officers is utilised in advancing difficult or complex cases.</p> <p>This may include cases which are allocated to a CRC but are complex or involve child protection or victim concerns.</p>
12	Ensure all relevant are completed (including HDC, Parole, ROTL, MAPPA F), and shared with the custody probation officer at least 3 working days ahead of the published policy timescales, so they can be submitted on time.
13	Where a Parole oral hearing occurs, attend and make appropriate arrangements as required by the process (Generic Parole Process).
14	<p>Arrange the pre-release sharing of information for all CRC cases at 3 months prior to earliest possible release date.</p> <p>Attend pre-release meeting with CRC as required, to support effective case handover. This will include advising on appropriate licence conditions and/or post-sentence supervision requirements, where applicable.</p>
15	Ensure discharge licence is understood and signed by the offender pre-release.

THE ROLE OF PROBATION OFFENDER SUPERVISORS WORKING WITH OFFENDERS SUBJECT TO ECM IN CATEGORY D RESETTLEMENT PRISONS

Role guide for:	Probation Officer Offender Supervisors
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Purpose

The purpose of this Role Guide is to ensure that Probation staff involved in Offender Management activity are fully conversant with their responsibilities.

Probation Officer Offender Supervisors will only have responsibility for NPS-allocated cases.

CATEGORY D PRISON – CORE RESPONSIBILITIES	
NO.	ACTION
1	Meet all new arrivals for introductions within 10 working days.
2	For offenders sentenced to 12 months or more (or all sentenced Young Offenders), ensure the community Offender Manager is informed of the need to complete an OASys review within 12 weeks of the offender arriving at the prison, utilising the information coming out of the Case File Review (completed by psychology staff within 4 weeks of offender’s arrival).
3	Ensure PNOMIS case notes include an updated entry for Sentence Planning objectives as required, following the review of OASys, including name of the Offender Supervisor.
4	Ensure any new information identified/shared relating to the behaviour or risk of a case is analysed, recorded and acted upon as appropriate/necessary, including sharing the information through the monthly Enhanced Case Monitoring (ECM) meetings, where they are taking place. This includes interviews with prisoners subject to public protection restrictions, in line with requirements to actively management risk.
5	Contribute fully to the Enhanced Case Monitoring process of monthly meetings, in line with published Enhanced Case Monitoring guidance.
6	Ensure any/all ROTL applications received are appropriate, and clearly linked to the Sentence Planning objectives.
7	Contribute fully to ROTL policy and practice, including going on accompanied ROTL as required.
8	Provide ongoing one to one support to appropriate high priority cases according to the identified objectives in the sentence plan. This includes providing motivation, support and acting as a positive role model for those who are high risk of serious harm or score 75+ on OGRS to further progress against the sentence plan and support effective risk management.
9	Ensure referrals to the appropriate interventions and services are made, in line with the objectives of the Sentence Plan, and in an appropriate sequence of activity.
10	Ensure the community Offender Manager is informed when an OASys review is

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	required with the offender, following a significant change of circumstances (i.e. transfer, behavioural change, significant progress made, or set-back experienced etc.)
11	Ensure all case information is shared and received from key partners and departments within the prison, using NOMIS where required. Update NOMIS where partners to not have access.
12	Ensure cases of particular concern are discussed with the Custodial Manager during supervision sessions.
13	Ensure the following reports (including HDC, Parole, ROTL, MAPPA F) are completed, and shared with the custody probation officer at least 3 working days ahead of the published policy timescales, so they can be submitted on time.
14	Where a Parole oral hearing occurs, attend and make appropriate arrangements as required by the process (Generic Parole Process).
15	<p>Contact Offender Manager 6 months pre-release, and attend a pre-release meeting with the Offender Manager to provide input into effective case handovers. Ensure sufficient engagement with Offender Manager to enable a smooth transition into the community.</p> <p>Where a release decision has been made by the Parole Board, ensure the arrangements for release are appropriately managed and delivered, working with the community Offender Manager.</p>
16	Ensure discharge licence is understood and signed by the offender pre-release.