

**BEV HUGHES**  
**DEPUTY MAYOR**  
**OF GREATER**  
**MANCHESTER**

Rt Hon Priti Patel,  
Secretary of State for the Home Department  
2 Marsham Street  
London  
SW1P 4DF

23<sup>rd</sup> April 2020

Dear Home Secretary

**SUBJECT: HMICFRS and HMI Probation joint thematic inspection of Integrated Offender Management**

I write in response to the recent joint thematic inspection to examine how Integrated Offender Management (IOM) has been operating since Transforming Rehabilitation and in a climate of reduced police numbers. The inspection also reviewed the impending changes to police and probation and the opportunities for further development of IOM.

I welcome the report and the opportunity for Greater Manchester partners including the Stockport IOM Spotlight team to provide input to the inspection.

The report makes several recommendations for Chief Constables and one recommendation for Police and Crime Commissioners. I can respond to these as follows:

***Recommendation - Chief Constables should define their IOM operating model and produce practice guidance that sets out clearly what is required by each agency at every stage of the IOM supervision process.***

In Greater Manchester, the IOM model operates under the agreed name of Spotlight. The effective delivery of the model is supported by the Spotlight Operating Guidance Manual, which provides consistency, clarity and collaborative service delivery across the Greater Manchester partnerships. The manual provides clear objectives and requirements for all parties in key areas such as: cohort selection and documentation; minimum expected standards and; the commitment to manage offenders together and to deliver a local response to local problems. The manual was authored by key partners of the former Greater Manchester IOM Futures Board and will continue to be reviewed on an annual basis in consultation with IOM teams in each locality, but also strategically by the Adult Offender Management Reform Board. This is a board that I established as part of my Justice and Rehabilitation Executive work streams and the Justice Devolution deal.

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***Recommendation: Chief Constables should improve the quality and accuracy of recording in IOM cases, in particular, the activity relating to public protection.***

Greater Manchester Police (GMP) Spotlight teams record all activity, risk assessments, multi-agency information sharing and decisions made in relation to each identified Spotlight case. Each local policing area has a specific Multi-Agency Support Hub to provide assistance in cases where public protection concerns are raised.

In January 2020 GMP completed an internal review of working practices of Spotlight teams. The purpose of the review was to examine how the Greater Manchester Spotlight teams were operating, to identify areas of good practice, and to identify areas where development and improvement to service provision could be made. The review has highlighted a number of areas where practices could be enhanced to further improve consistency of approach and these will be taken forward over the coming months. To provide further reassurance of the accuracy of recording in IOM cases, dip sample and quality assurance reviews will be completed and any learning shared to improve overall service delivery.

***Recommendation - Chief Constables should analyse training needs and ensure that all staff receive sufficient training to enable them to fulfil their duties. Training in public protection, safeguarding children and working with vulnerable adults should be prioritised.***

The importance of regular and high quality training to practitioners is crucial for the meaningful delivery of effective IOM practices. Following the GMP internal review, completed in January, a training needs analysis will be completed across the Spotlight teams, specifically in relation to public protection and safeguarding capability. Updates on this work will be reported to the Adult Offender Management Reform Board.

***Recommendation - Chief Constables should ensure that service users are kept informed, as much as possible, about the benefits of inclusion in IOM, the support available and the monitoring and information-sharing ramifications of IOM supervision.***

Keeping service users informed and outlining the benefits of inclusion are key factors incorporated into Spotlight – the Guidance Manual provides clear expectations for the promotion of positive offender engagement, compliance and desistance from crime.

I expect that the GMP Spotlight teams ensure to take all necessary steps to promote engagement, increase offender accountability, and allow open discussions to take place with those who are failing to engage or comply with the requirement of their supervision.

To support this work, compliance panels operate in each Spotlight team to manage those offenders who miss appointments or who are not engaging with their supervision plan. The panel allows for discussion regarding the barriers to completion, and will jointly agree ways forward via an action plan to improve positive engagement.

In relation to information sharing I understand that a new consent form has recently been agreed by GMP, the National Probation Service and the Community Rehabilitation Company (CRC) to ensure every cohort member has the information sharing agreement explained to them to allow consent for information to be shared.

***Recommendation - Police and Crime Commissioners should assure themselves that all relevant partners and services are involved in the delivery of IOM, as a major contribution to reducing reoffending and community safety.***

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Greater Manchester is committed to collaborative working and fully recognises the benefits that the Integrated Offender Management approach has to offer. In my Police and Crime Plan – Standing Together - one of the three priorities is Reducing Harm and Offending which is the responsibility of the Greater Manchester Justice and Rehabilitation Executive, which I chair.

The Adult Offender Management Reform Board which reports in to the Executive, is co-chaired by a Chief Superintendent from GMP and the new Greater Manchester Regional Probation Director. It monitors the delivery of offender management in Greater Manchester, including IOM. This Board is currently supporting an ongoing review of our local Reducing Reoffending Boards. This work will seek to align with the HMPPS probation programme 'Target Operating Model' and will support the production of a Greater Manchester Reducing Reoffending Plan, as part of my Police and Crime Plan requirements. This work will include a stocktake of Greater Manchester's Integrated Offender Management and escalation protocols regarding performance and / or partnership concerns. It will consider IOMs role against both the new probation service blueprint and Greater Manchester Public Service Reform principles.

It is recognised that there is still work to be done to strengthen the way in which IOM works in Greater Manchester, this includes the operating model particularly around training and links with the voluntary sector. I am also acutely aware that this cohort is at a higher risk of non-compliance and subsequently a return to custody and therefore we are engaging robust compliance strategies and alternatives to recalls where suitable.

Finally, with changes on the horizon, both nationally with probation services and the local public services landscape in Greater Manchester, it is anticipated that our services and processes will need to adapt to respond effectively to new challenges and requirements. This is an area that I will continue to monitor with interest.

Yours sincerely



**Baroness Beverley Hughes**  
**Deputy Mayor of Greater Manchester**  
**Policing, Crime and Criminal Justice**

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