

Integrated Offender Management (IOM) Process Evaluation Report

Conducted on behalf of the
Ministry of Justice, in 2024

Policy Context

IOM introduced in 2009: cross-agency strategy to reduce reoffending.

2020 inspection: IOM had 'lost its way' due to lack of national leadership.

2021 Refresh: refocused on neighbourhood crime, governance, and consistency.

Critical Lens: Reflects neoliberal 'responsibilisation' – shifting accountability onto individuals while under-resourcing services.

Evaluation Aims & Methods

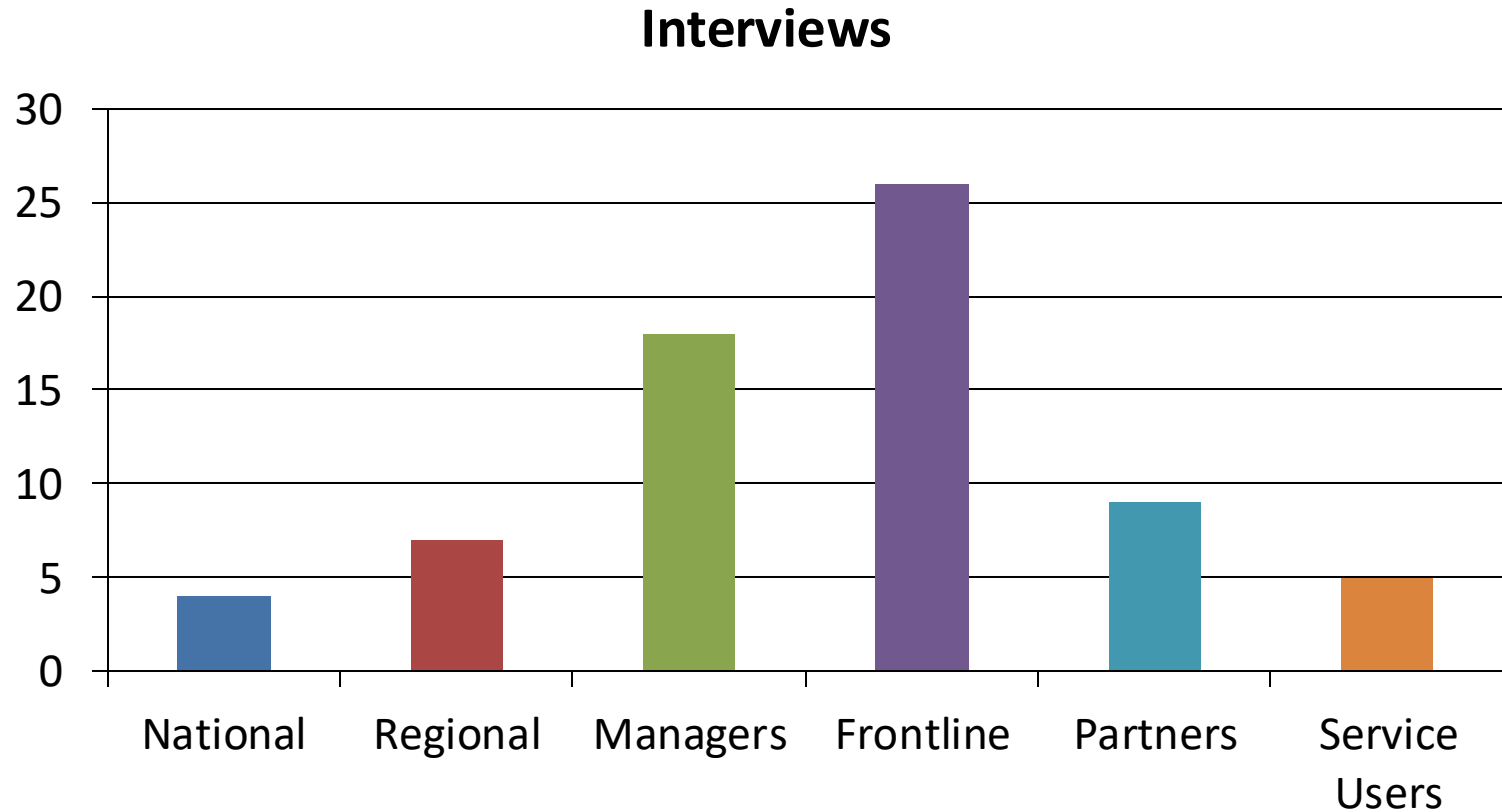
Aims: Assess development, barriers/enablers, effectiveness on desistance.

Qualitative evaluation: 4 national, 7 regional stakeholders, 18 managers, 26 frontline, 9 partner staff, 5 service users.

Case studies in 4 regions, 8 PDUs.

Critical Lens: Whose voices are centred? Service users underrepresented, risking policy shaped by managerial perspectives.

Stakeholder Interview Breakdown



The IOM Refresh

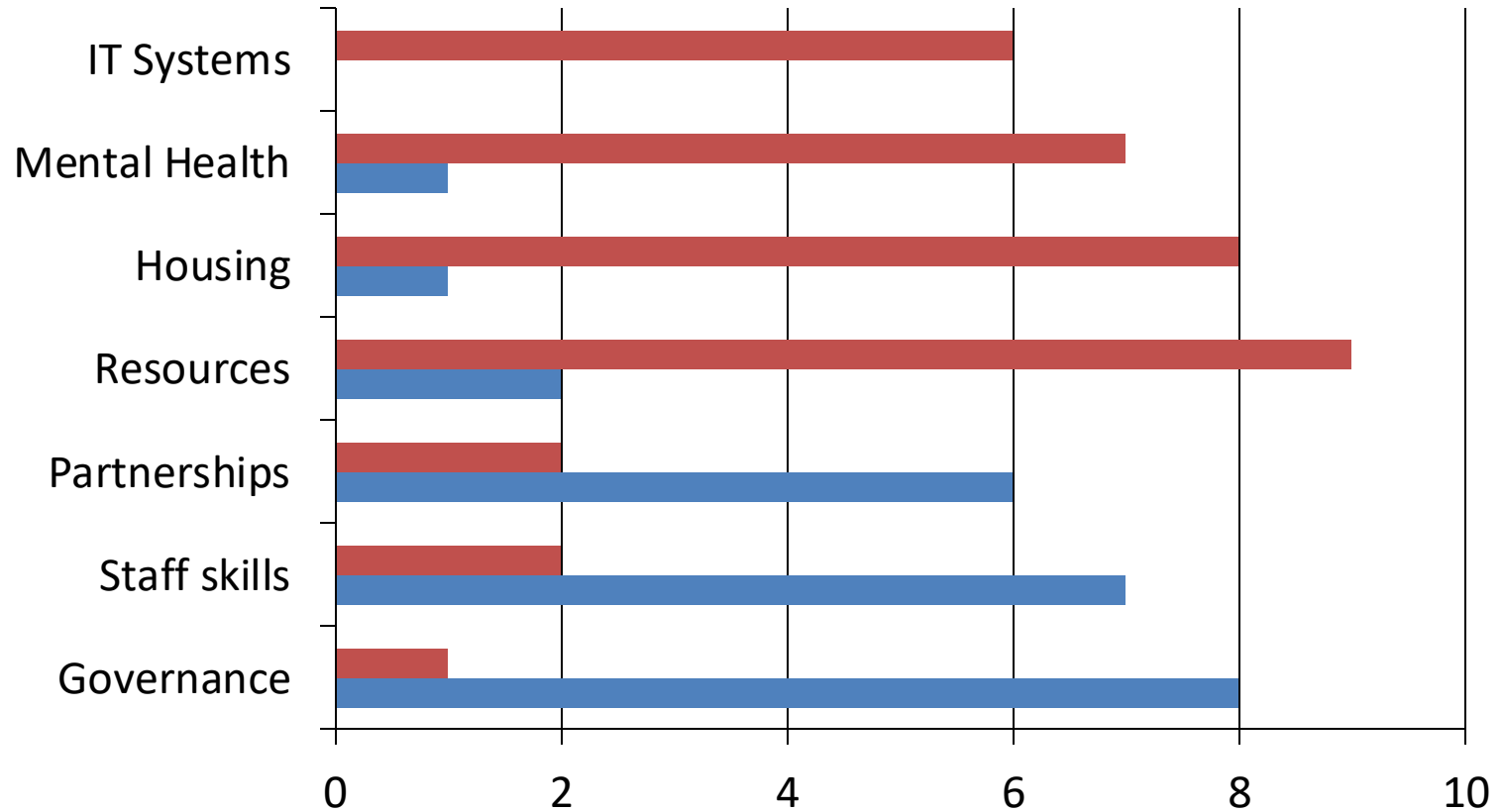
Governance: new national, regional, local structures.

Cohorts: Fixed (high risk), Flex (judgement), Free (local priorities).

New roles: Support Workers, Young Adult Support Workers.

Critical Lens: Duality of care and control – intensive monitoring can blur rehabilitation with surveillance.

Key Enablers vs Barriers



Delivering IOM

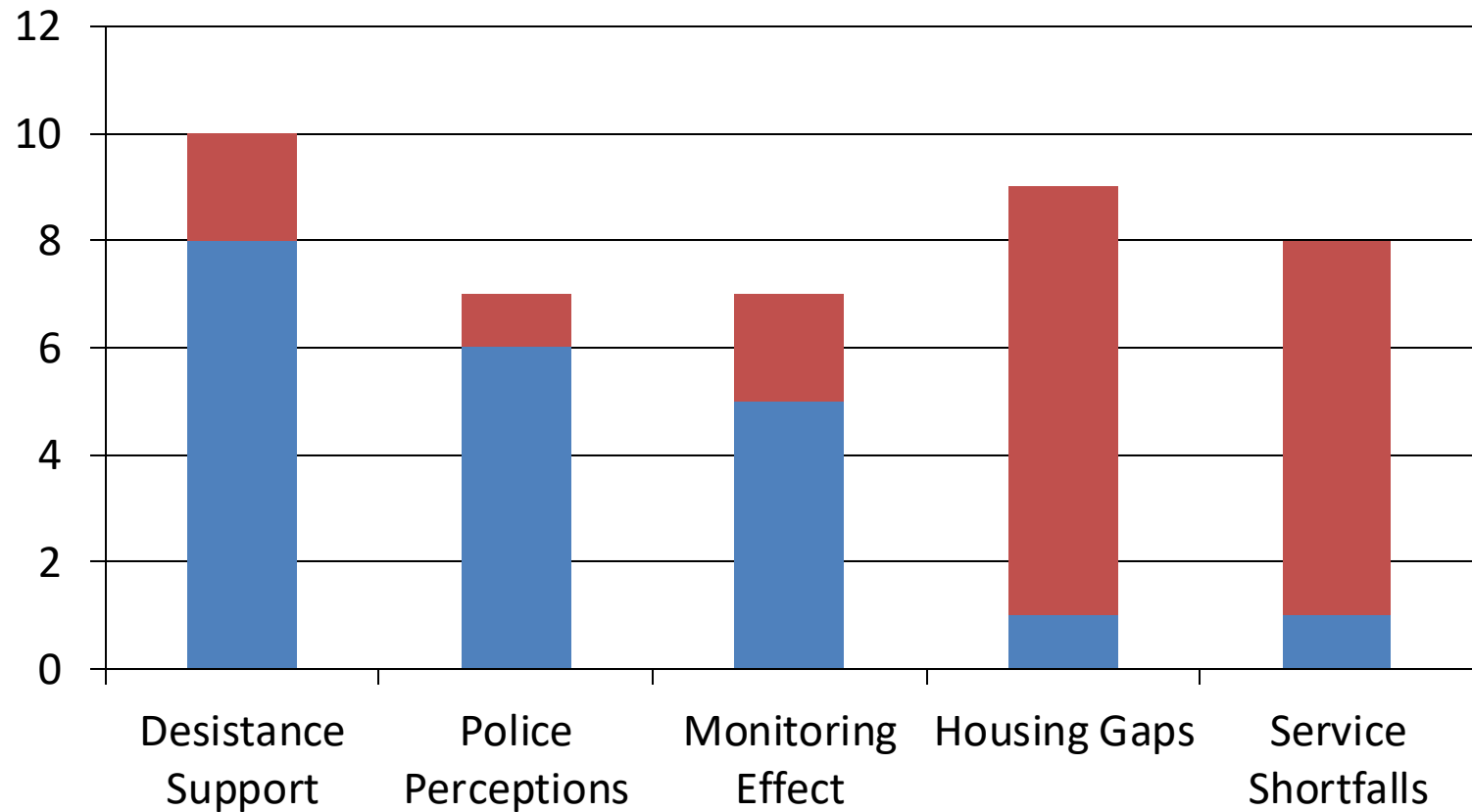
Engagement: improved by early custody contact, joint visits, trust-building.

Supervision: 3 appointments/week for fixed cohort; flexible otherwise.

Support: practical (housing, transport) and relational (trust, guidance).

Critical Lens: Focus on individual compliance may mask structural barriers (poverty, exclusion, austerity-driven service cuts).

Perceived Impact of IOM



Partnerships and Co-location

Police-probation collaboration strong; wider services inconsistent.

Drug & alcohol services engaged; housing & mental health weak.

Co-location promotes informal collaboration but limited by resources and IT.

Critical Lens: Reflects systemic inequality – critical services deprioritised under austerity, undermining holistic rehabilitation.

Further Insights



IOM as 'net-widening': expands control over marginalised groups.



Risk governance: managerial focus on metrics over lived experience.



Criminalisation of poverty: homelessness and addiction framed as individual failure.



Dual role: rehabilitative rhetoric vs punitive surveillance in practice.

Conclusions & Reflections

Strategic buy-in, funding, and resourcing essential for sustainability.

Training and early prison engagement strengthen delivery.

Critical Lens: Need to shift from risk management to social justice.

Future IOM should integrate structural supports (housing, welfare, mental health) rather than over-emphasising surveillance, monitoring and control.