

## **Integrated Offender Management: Pooling Resources and Expertise and Creating Effective Working Partnerships\***

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**Summary:** Integrated offender management (IOM) evolved from a series of related practice experiments in England and Wales which brought together key partners – police, prison, probation, community safety partnerships and the voluntary sector – to find a more focused way to tackle persistent and prolific adult offenders. IOM survived a change of government and has continued to prosper, though the jury is still out about how effective the model is at reducing reoffending. This paper, adapted from the Seventh Martin Tansey Memorial Lecture delivered in April 2014, looks briefly at the history of this initiative, drawing out and interrogating key elements in the operational and strategic structures and the extent of community involvement, considering issues in the setting of a researchable agenda, and setting this in the context of the co-production of services for both adult criminal justice service users and young people in transition to adulthood.

**Keywords:** Integrated offender management, social inclusion, joined-up justice, co-production, justice policy, probation, policing, community engagement.