

Service	Manage the Sentence for a Community Order or Suspended Sentence Order	Version	P3.0
Document	Service Specification	Sign-off Complete	ISAB 08-10-2013; SDWG 24-03-2014



National Offender  
Management Service

## Service Specification for

# Manage the Sentence for a Community Order or Suspended Sentence Order Service

## Service Specification Document

This document defines the service, including the required outcome(s) and outputs. As part of an SLA or Contract, the national minimum outputs in this document are mandatory for all providers. The document can also contain optional outputs that are available for Commissioners to commission.

<b>1. Service Specification Document</b>	2. Operating Model	3. Direct Service Costs & Assumptions Document	4. Cost Spreadsheet
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Version Control Table		
Version No.	Reason for Issue / Changes	Date Issued
P1.0	Preview publication.	04/06/2010
P2.0	Go-live publication: reference to domestic abuse strategy.	01/10/2010
P1.1	<p>Preview publication of Version 2. Changes to previous version include:</p> <ul style="list-style-type: none"> <li>• Definition of Service section shortened, and Strategic Context section expanded accordingly. Reference to supporting documents updated</li> <li>• Replaced terms DOMs with Commissioners. Unmerged rows in output table.</li> <li>• Deleted references to the 2007 National Standards.</li> <li>• Previous 'commissioned option' ("Women offenders are offered the option of being interviewed in a women-only environment") moved to national minimum, as new output row 5. Remaining rows renumbered</li> <li>• Old output 21 (signposting to resources and facilities) deleted; new output 22 (refer and engage) added, reflecting transfer of refer and engage from Deliver Supervision Requirement to this specification</li> <li>• New output row 31 added to national minimum, relating to assessment for CO or SSO with two or more requirements not normally supervised by probation (such as unpaid work and curfew). Remaining rows renumbered</li> <li>• Specification output table: new key added to highlight outputs which apply to 'light touch' stand-alone requirements, and outputs which apply to Orders with two or more requirements not normally supervised by probation.</li> </ul>	28/10/2011
P2.1	Go Live publication. Reference to Probation Instruction, issued to support implementation of Version 1 of this specification, added to Section 11 ' <i>References for Detailed Mandatory Instructions</i> '. Due to an oversight, this reference was not previously quoted.	30-03-2012
P3.0	<p>Go Live version, prepared following revisions to align with the Transforming Rehabilitation Programme. Key changes made to the specification:</p> <ul style="list-style-type: none"> <li>• Key outcomes: Victims outcome deleted as not considered key for this service (covered in other services)</li> <li>• Definition of service: minor revision to NOMS OM model summary</li> <li>• Out of Scope Service Elements: references added to initial allocation of</li> </ul>	28-03-2014

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	<p>cases to provider (reference also added to output row 8). Text about single requirement CO or SSO deleted, as outputs relating to offender management of single requirement sentences (such as stand-alone Unpaid Work requirement) are now in scope</p> <ul style="list-style-type: none"> <li>• Dependent Service Elements: revised to list titles of dependent services</li> <li>• Outputs that apply variably to different sentence requirements have been categorised as Type A, B or C to differentiate three levels of offender management. Outputs which apply to EM monitoring provider when acting as responsible officer have been marked with asterisk. See strategic context and new Annexes A and B for explanation</li> <li>• New service element added: 'Risk is managed'. Corresponding new outputs added (rows 30 &amp; 31) to incorporate the National Probation Service risk oversight function. Service element: 'An assessment and sentence plan are prepared' amended to: 'A plan is prepared'. Other references to 'sentence plan' amended to 'plan'. 'Referral and engagement of additional provision is undertaken' deleted. Service element 'Performance is monitored and reported', and corresponding output about data recording, deleted (will be covered in contracts)</li> <li>• Strategic Context: Statistics about use of requirements deleted as out of date. Standardised wording relating to the Transforming Rehabilitation programme, equalities and female offenders added. Clarification to legal role of responsible officer</li> <li>• Service Outputs: Various outputs reworded to refer to offender manager in active voice. Language of some outputs has been simplified and made less prescriptive, including output 13 (a plan is produced) which replaces former output 16 which defined contents of the sentence plan</li> <li>• References to tiering framework removed, as this is no longer NOMS policy; former output 15 ("The offender is assigned to the correct tier of service") also removed</li> <li>• Output 33 (review informed by home visit): previously applied to tiers 3 and 4, reworded. Now applies to high risk of serious harm cases.</li> <li>• Former output 13 (assessment includes contribution from female specialist provider) deleted; former output 17 ("Women offenders who are at risk of victimisation are helped to prepare a safety plan") split into new outputs 14 (safety plan – vulnerable offenders) and 15 (safety plan – domestic abuse)</li> </ul>	
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## Introduction to Manage the Sentence for a Community Order or Suspended Sentence Order Specification

1.	<b>Service Name</b>	<b>Manage the Sentence for a Community Order or Suspended Sentence Order</b>
2.	<b>Key Outcome(s) for Service</b>	<ul style="list-style-type: none"> <li>• The sentence of the court is delivered</li> <li>• The requirements of the sentence are implemented</li> <li>• Reoffending is reduced</li> <li>• The public is protected</li> <li>• The purposes of the sentence are achieved</li> <li>• Public confidence in community and suspended sentence orders is maintained</li> </ul>
3.	<b>Definition of Service</b>	<p>This specification governs the management of a sentence for a Community Order (CO) or Suspended Sentence Order (SSO), regardless of the constituent requirement(s) that are attached to it.</p> <p>The process of 'managing the sentence' consists of a sequence of outputs common to all community orders, and a range of other outputs which differ depending upon offender characteristics and events. The NOMS Offender Management Model sets out common tasks such as:</p> <ul style="list-style-type: none"> <li>• Planning for the sentence</li> <li>• Making arrangements for implementing the plan including the delivery of the licence and notice of supervision conditions</li> <li>• Monitoring and review</li> <li>• Enforcement</li> </ul> <p>Mandatory inter-agency procedures which are designed to protect the public apply when, for example, there are issues related to the safeguarding of children or domestic abuse of vulnerable adults. Enforcement and transfer processes must be invoked if the progress of the case takes a particular course.</p> <p>Through the discharge of their duties, NOMS expects offender managers to comply with legislation promoting diversity, and to maintain and increase public confidence in NOMS and the criminal justice system as a whole.</p> <p>The scale, complexity and cost of these activities will vary with the risks, needs and complexity of the case, as well as with the length of the sentence.</p>

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4.	<b>Service Elements In Scope</b>	<p>Key service elements:</p> <ul style="list-style-type: none"> <li>• The sentence is commenced</li> <li>• A plan is prepared</li> <li>• The plan is implemented</li> <li>• The plan is implemented by referral to specialist services</li> <li>• The offender is monitored and compliance is promoted</li> <li>• Risk is managed</li> <li>• The sentence plan is reviewed and the sentence is terminated</li> </ul> <p>Service elements contingent upon offender characteristics, events or circumstances are:</p> <ul style="list-style-type: none"> <li>• Inter-agency public protection procedures</li> <li>• Engagement of specialist advice</li> <li>• Case transfer</li> <li>• Enforcement action</li> </ul>
5.	<b>Out of Scope Service Elements</b>	<ul style="list-style-type: none"> <li>• Any order which is the responsibility of the Youth Justice Board and that Youth Offending Teams implement</li> <li>• Pre-sentence assessment, report preparation and court work, including the preparation of court reports for offenders under supervision who reoffend</li> <li>• Initial allocation of cases to providers at Court</li> <li>• The presentation of breaches (except where the offender manager attends as a witness in a not guilty plea) is covered in the specification 'Court Work other than Assessments &amp; Reports'</li> <li>• Organisational management responsibility, including the strategic management of special arrangements such as Multi-Agency Public Protection Arrangements (MAPPA), Prolific and other Priority Offenders (PPO) and Integrated Offender Management (IOM) schemes</li> <li>• Victim liaison work</li> <li>• Area-level performance monitoring related to COs and SSOs</li> <li>• Staff training and supervision</li> </ul>

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6.	<b>Dependent Service Elements</b>	<p>Pre-sentence assessment, initial case allocation procedures and court work – the scale, scope, structure and format of pre-sentence assessment work impacts upon the cost of initial assessment.</p> <p>The following specifications are interdependent with this specification:</p> <ul style="list-style-type: none"> <li>• Support Delivery of Alcohol Treatment Requirement</li> <li>• Support Delivery of Drug Rehabilitation Requirement</li> <li>• Support Delivery of Mental Health Treatment Requirement</li> <li>• Approved Premises: Public Protection &amp; Regimes</li> <li>• Deliver Curfew Requirement</li> <li>• Deliver Residence Requirement</li> <li>• Deliver Prohibited Activity Requirement</li> <li>• Deliver Exclusion Requirement</li> <li>• Unpaid Work/Community payback</li> <li>• Rehabilitation Services – Deliver Activity Requirement</li> <li>• Rehabilitation services – In the Community</li> <li>• Deliver Accredited Programmes</li> <li>• Deliver Senior Attendance Centre Requirement</li> <li>• Deliver Supervision Requirement</li> </ul>
7.	<b>Strategic Context</b>	<p>The specification aligns with the Ministry of Justice (MOJ) <i>Transforming Rehabilitation: A Strategy for Reform</i> document published in May 2013. This outlines the services to be provided by the National Probation Service and prisons, and the services to be delivered by contracted providers.</p> <p>The National Probation Service holds responsibility for advice to courts, offender management of MAPPA, high risk of serious harm and other public interest offenders. For low and medium risk of serious harm cases, the National Probation Service must also respond to information from the contracted provider and from staff working in prisons that suggests that there may be a potential escalation to high risk of serious harm, undertake renewed risk assessments and take on the responsibility for the management of any cases in which risk of serious harm has become high. The management of risk is a duty on all providers, and they must work collaboratively to in order to do this effectively.</p>

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This specification requires effective working arrangements between the National Probation Service, prisons and providers of services.

The Community Order (CO) and Suspended Sentence Order (SSO) were created by sections 177 and 189 of the Criminal Justice Act 2003 to replace a range of different community-based sentences which had developed since the 1991 Act. Each is formed by combining one or more from a 'menu' of requirements available under the 2003 Act (see sections 177 and 190). A CO, but not necessarily an SSO, must contain at least one requirement, and a requirement cannot be made without an order. Section 142(1) defines the purposes to which the court must have regard in making either of these orders. Courts are expected (but not required) to specify the purposes when making the order.

Unlike the CO, the SSO is technically a custodial sentence and carries a presumption of immediate imprisonment for further offending during its currency. The suspension has its own timeline (the 'operational period'), separate to the timeline governing any requirement (the 'supervision period'), which may extend beyond completion of the requirement(s).

This specification details outputs required to manage a CO or SSO. Work specific to individual requirements is covered within the individual requirements.

Section 2 of the Offender Management Act 2007 requires the Secretary of State to have regard to the following aims in discharging his duties to make provision for probation services:

- The protection of the public
- The reduction in reoffending
- The proper punishment of offenders
- Ensuring offenders' awareness of the effects of crime on the victims of crimes and the public
- The rehabilitation of offenders

The duties under Section 2.1 include the implementation of community orders and suspended sentence orders.

In law, responsibility for making arrangements in relation to requirements imposed by the order and promoting compliance falls to a responsible officer (CJA 2003, S.198). The term 'offender manager' is used throughout this specification since it is a well-recognised term, is provider neutral, and fully encompasses (but is not restricted to), responsible officer tasks.

The statutory duties placed upon offender managers under the 2003 Act (S.198) are to make arrangements for the implementation of the requirements in the order, to promote compliance and to take enforcement action should that prove necessary. These duties are extended by other legislation – for example the Children Act 2004 and Offender Management Act 2007 - and by national policies, such as those on Prolific and Other Priority Offenders (PPO) and

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Integrated Offender Management (IOM).

### **Policy and Expectations**

No single policy document, circular or directive defines the expectations which apply to this process. The core statutory duties associated with implementing the sentence are defined in the CJA 2003. Other statutory duties arise from other legislation, including the Children Act 2004 and Offender Management Act 2007. National policies set out further mandatory requirements and priorities, often expressing the principle that resources should follow risk. These include procedures related to MAPPAs. MAPPA Guidance is issued by the Secretary of State under Section 325(8) of the 2003 Act. The MAPPA Guidance is therefore statutory. In accordance with Section 325(8A) of the 2003 Act, Responsible Authorities must have regard to any guidance issued by the Secretary of State under Section 325(8) in discharging their functions. The process of managing a sentence is expected to take place within an inter-agency context for those high profile offenders covered by PPO and IOM schemes.

This specification describes three levels of offender management outputs: Type A, Type B and Type C Outputs. Type A outputs that are applicable to all COs and SSOs and are essential to ensure that the sentence is managed effectively. Type B outputs are additional to Type A and are applicable to all COs and SSOs requiring a level of face to face offender engagement and a sentence plan. Type C outputs are additional to both Type A and Type B outputs and apply where the requirement(s) comprising the order have a primarily rehabilitative purpose.

Additionally the specification highlights which of the offender management outputs are applicable for the Electronic Monitoring provider when they are the responsible officer. These are marked with an asterisk (\*)

For further detail, see Annex A which lists output rows, ordered by type, and shows the relevant requirements for each output type. Also see Annex B for a list of outputs, ordered by numbered, together with output level/type.

### **Equalities**

Under the Equality Act 2010, the Ministry of Justice has an ongoing legal duty to pay 'due regard' to the need to: eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct; advance equality of opportunity between different groups (those who share a protected characteristic and those who do not); and, foster good relations between different groups. Providers are required to act in accordance with this duty, as well as the more general provisions of the Equality Act. Historically, there have been unequal patterns of outcomes, with some groups of offenders with shared protected characteristics faring better than others (see NOMS Equalities Annual Report 2011-12). The MOJ is committed to address this disproportionality.

### **Female Offenders**

Female offenders are a minority grouping within the offender cohort and often exhibit complex needs which must be addressed if their risk of reoffending is to be reduced. The government published its Strategic Objectives for Female



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		Offenders in March 2013, which is integral to the delivery of offender management services. Needs in relation to domestic violence, sexual violence, and abuse are highly prevalent among female offenders. The MOJ is working with the Home Office on its Ending Violence Against Women and Girls: action plan 2013. Given the different needs of female offenders compared to those of male offenders, the MOJ has published [ <i>Thinking Different About Female Offenders</i> ] which identifies effective ways of working with women.
8.	<b>Flexibility</b>	All the outputs in this specification are mandatory – referred to as the <b>National Minimum</b>
9.	<b>Reference to Supporting Documents</b>	Supporting documents to be determined.
10.	<b>Example Measurement / Assurance Method for Commissioners</b>	Delivery under this specification is subject to the requirements set out in the NPS SLA; the CRC Contract (Schedule 9 Service Levels and Service Credits) and Schedule 21 Management Information; and NOMS Performance Reports. These documents include information about key performance measures, equalities data, management information, quality assurance and inspection activities.
11.	<b>References for Detailed Mandatory Instructions</b>	<ul style="list-style-type: none"> <li>• PI 04/2013 Notification and Review Procedures for Serious Further Offences (Revised)</li> </ul> <p>The specific sections of the main statutory provisions which apply to this specification are:</p> <ul style="list-style-type: none"> <li>• The Criminal Justice Act 2003 which specifies the enforcement regime to be followed by an offender manager dealing with failure to comply with a CO or the supervision period of a SSO (CJ Act 2003 – Schedule 8 for COs and Schedule 12 for SSOs)</li> <li>• Sections 325 – 327b of the Criminal Justice Act 2003 establishes a duty on police, providers of probation services and the Prison Service, acting jointly as the Responsible Authority, to establish arrangements for the assessment and management of risk posed by specified sexual and violent offenders. In addition, a range of other agencies that have dealings with offenders are under a duty to co-operate with the Responsible Authority. MAPPA Guidance is issued by the Secretary of State under Section 325(8) of the 2003 Act. The MAPPA Guidance is therefore statutory. In accordance with Section 325(8A) of the 2003 Act, Responsible Authorities must have regard to any guidance issued by the Secretary of State under Section 325(8) in discharging their functions. These duties create statutory duties in relation to MAPPA. The statutory duties are supported by successive issues of MAPPA Guidance, the most recent of which was issued in 2012. The Act specifies three categories of offender to be covered by the MAPPA and the guidance defines what is expected of offender managers, working with those offenders, in relation to their multi-agency management</li> <li>• The Children Act 2004 places a duty on provider of probation services to provide senior management</li> </ul>

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membership of Local Safeguarding Children Boards (formerly Area Child Protection Committees). As a consequence, offender managers have a duty, working in partnership with other local agencies, to promote the well-being of children. This is a wider focus than protecting children from harm and includes expectations, defined in local procedures, that offender managers will share information with Children's Social Care services which may fall short of an assessment that a child has been harmed. Parental drug abuse and domestic abuse within a household are examples of such information. Probation Circular (PC) 63/2005 Statutory Guidance on Implementing Section 11 of the Children Act 2004 applies.

- Various legislative provisions mandate the sharing of information with relevant parties when appropriate, not least in order to safeguard children. The Crime and Disorder Act 1998 provides a legal basis for data sharing, whilst the Data Protection Act 1998 sets out the statutory requirements which apply when handling personal information. These Acts should facilitate responsible information sharing between agencies in pursuit of a reduction in crime and disorder. They should be seen as regulating rather than prohibiting. The combined effect of the legislation is not only to promote the secure sharing of information, to protect the public and prevent crime, but to also ensure that there is a proper basis for the disclosure of personal data.
- National Standards for the Management of Offenders in England and Wales - 5 April 2011

Mandatory policy provisions which apply are:

- The accreditation criteria and delivery manuals for accredited programmes set out the specific requirements and expectations placed upon offender managers when managing an order containing a programme
- The Unpaid Work / Community Payback specification and manual set out the specific requirements and expectations for the delivery of the unpaid work requirement

Probation circulars and manuals specify a series of mandatory inter-agency activities related to sub-groups of the CO or SSO population who meet certain criteria, which apply regardless of the requirements in the order:

- PC 41/2004 sets out the framework for the PPO programme. PC 79/2005 published the multi-agency PPO Premium Service document and required probation trusts to carry out the probation-specific actions it contained
- PCs 32/2005, 63/2005 and 87/2005 require that the management of COs and SSOs complies with local policies and procedures for safeguarding children. These universally require referral, information sharing and inter-agency cooperation for those offenders who represent a risk to children, and those living in households where children at risk are resident
- The Violent and Sex Offender Register (ViSOR) Manual sets mandatory requirements for electronic information sharing with the police on sexual and violent offenders

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		<ul style="list-style-type: none"> <li>• NOMS is a participant in Multi-Agency Risk Assessment Conferences (MARACs), to which the Co-ordinated Action Against Domestic Abuse (CAADA) MARAC Implementation Guide applies. This establishes requirements in relation to referral, information sharing and inter-agency risk management for offenders associated with the victims of domestic abuse</li> <li>• PC 32/2007 Management of Foreign National Prisoners defines the information sharing and inter-agency requirements for the management of foreign national offenders who are the subject of immigration proceedings</li> <li>• PI/PSI/AI xx/2014 Sentence Planning [pending]: will set out the expectations for staff with regard to sentence planning including planning activities undertaken under in respect of allocated persons by Community Rehabilitation Companies (CRCs)</li> <li>• PI xx/2014 Case Transfers [pending] will specify the requirements for case transfer when an offender who is the subject to statutory supervision moves between contract areas</li> </ul>
12.	<b>References for Non-Mandatory Guidance</b>	<ul style="list-style-type: none"> <li>• The NOMS Criminal Justice Act Implementation Guide (Edition 2, 2005), in particular Section 5 'Supervision &amp; Management of Orders', sets out NOMS' policy on the targeting of the CO</li> <li>• The NOMS Domestic Abuse Strategy 2010, supported by specific guidance for working with perpetrators in "Guidance to Support NPS Domestic Abuse Policy and Strategy: Assessing and Managing Risk of Harm and the Use of Interventions" (August 2008). These documents establish best practice expectations for assessing and working with the perpetrators of domestic abuse</li> <li>• Department of Health Policy and Positive Practice Guidelines "Refocusing the Care Programme Approach" – March 2008 – sets out expectations for multi-agency working with those who are the subject of a care programme, including expectations placed upon offender managers</li> <li>• PC 38/2005 HM Court Service Effective Practice Guide on Enforcing Community Penalties. This is a framework document to assist constituent members of Local Criminal Justice Boards (LCJBs) to work together to improve end-to-end enforcement processes</li> <li>• PC 04/2008 Uncompleted requirements in COs: provides offender managers with guidance on how to proceed in cases where a requirement will not have been completed before the end of a CO</li> <li>• PC 05/2008 Determining Unacceptable Absences. This provides further guidance on the use of discretion in deciding upon the acceptability or otherwise of excuses for non-compliance provided by offenders</li> <li>• PC 21/2008 Managing high risk of serious harm offenders with severe personality disorder. This provides guidance on the assessment, management and strategic planning for offenders with severe personality disorders who present a high or very high risk of serious harm to others</li> </ul>

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		<ul style="list-style-type: none"> <li>• PC 03/2009: Continuity in offender management. This provides guidance on continuity for purposes of sentence planning</li> <li>• Working Together to Safeguard Children. A guide to inter-agency working to safeguard and promote the welfare of children (HM Government, March 2013)</li> <li>• Strategic objectives for female offenders (MoJ, March 2013)</li> <li>• Thinking Differently About Female Offenders (MoJ, pending)</li> <li>• Best Practice Guide: Compliance (Probation Improvement Unit, July 2008) provides guidance on best practice for securing offender compliance with a CO or SSO</li> <li>• HMI Probation Offender Management Inspection, Thematic and Incident Reports exert significant influence on policy and practice. Some of the recommendations from these reports are incorporated into the mandatory policy instruments above</li> <li>• The Protection of Children in England: A Progress Report. The Lord Laming, March 2009</li> </ul>
13.	<b>Review</b>	Review cycle to be determined.

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### National Minimum

Row	Service Element	Outputs/Output Features		Applicable Offender Types	Policy Theme	Example Measurement / Assurance Method for Commissioners	References for Detailed Mandatory Instructions	References for Non-Mandatory Guidance
1. *	The sentence is commenced	The case is created or updated on Authority approved IT systems.		All		Contract Management and/or Audit	PC 41/2004 PC 79/2005 Revised guidance to be issued	
2.*	The sentence is commenced	Agencies are notified of the commencement of the case.	Children's Social Care Service	Offenders assessed as posing a risk of harm to children  Offenders living with or having significant contact with a child (ren) subject to a Child Protection Plan	Safeguarding Children  Laming Report	Contract Management and/or Audit	Section 11 Children Act 2004 PC 32/2005 PC 63/2005 PC 87/2005	Laming Report: The Protection of Children in England: A Progress Report
			Police	Registered Sex Offenders		Contract Management and/or Audit		

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			Police	Domestic Abusers		Contract Management and/or Audit	PC 54/2005 NPS Interim Domestic Abuse Policy and Strategy
			Immigration Authority	Offenders subject to Deportation Orders		Contract Management and/or Audit	
3.*	The sentence is commenced	The case is allocated to an offender manager for the duration of the sentence.	All		Contract Management and/or Audit		NOMS Offender Management (OM) Model
4.	The sentence is commenced	Female offenders are offered the option of being allocated a female offender manager.	Female Offenders	Female offenders	Community Guidance and Technical Notes (GTNs) OM 34	Equality Act 2010	Strategic Objectives for Female Offenders (MoJ, March 2013)  Thinking Differently About Female Offenders (MoJ, pending)
5.*	The sentence is commenced	Female offenders are offered the option of being interviewed in a female-only environment.	Female Offenders	Female offenders	Community GTNs OM 34		Strategic Objectives for Female Offenders (MoJ, March 2013)

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							Thinking Differently About Female Offenders (MoJ, pending)
6.*	The sentence is commenced	The offender understands the content of the sentence and the obligations, expectations and rights relating to it, including the consequences of failing to comply.	All	Compliance Enforcement	Contract Management and/or Audit		NPS Compliance Guidance
7.*	The sentence is commenced	Any non-English speaking offenders or offenders with disabilities or learning difficulties are enabled to communicate effectively for the purposes of induction, assessment, planning review and evaluation.	All offenders with relevant characteristics	Diversity	Contract Management and/or Audit	Equality Act 2010	
8.	A plan is prepared	The offender manager ensures that a plan is completed following allocation to the provider and this is recorded using an Authority approved IT system.	All	Effective Practice Risk Management	HMI Probation Offender Management Inspection Risk of Harm	PC 22/2006 Implementation of the Risk of Harm Guidance and Training Resource Pack	NOMS Risk of Serious Harm Guidance – June 2009

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9.	A plan is prepared	The assessment is informed by a check with the local Children's Social Care service to establish whether any child living with or having significant contact with the offender is already known to or involved with the service.	Offenders living with or having contact with a child(ren)	Safeguarding Children Laming Report 2009	Contract Management and/or Audit	Section 11 Children Act 2004 PC 32/2005 PC 63/2005 PC 87/2005	Section 11 Children Act 2004 and Statutory Guidance "Working Together"
10.	A plan is prepared	The offender manager shares information with appropriate agencies to establish whether an offender is known or believed to represent a risk of domestic violence to a partner, and the plan is informed by this.	All	Domestic Abuse	Contract Management and/or Audit		The NOMS Domestic Abuse Strategy 2010
11.	A plan is prepared	The offender manager conducts at least one home visit to inform the plan.	High Risk of Serious Harm cases and others determined where professional judgement suggests the need	Public Protection	Contract Management and/or Audit	PC 41/2004 PC 79/2005	



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12.	A plan is prepared	The offender manager establishes whether the offender is covered by the provisions of any multi-agency or special scheme, to which specific and different arrangements apply.	All	Various	Contract Management and/or Audit	Children Act 2004 PC 63/2005 IOM PPO scheme – PC 41/2004 and PC 79/2005 MAPPA Guidance (2012) Mandatory actions from: Coordinated Action Against Domestic Abuse (CAADA) Multi Agency Risk Assessment Conference (MARAC) Implementation Guide (2007)	“Re-focussing the Care Programme Approach” (2008)
13.	A plan is prepared	The offender manager produces a plan that meets the requirements of the order and statutory obligations and manages known risks appropriately.	All		Contract Management and/or Audit		

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14.	A plan is prepared	The offender manager offers vulnerable offenders subject to risk of victimisation assistance to prepare a safety plan.	All vulnerable offenders	Equalities Act Safeguarding Vulnerable Adults	Contract Management and/or Audit		Strategic Objectives for Female Offenders (MoJ, March 2013)  Thinking Differently About Female Offenders (MoJ, pending)
15.	A plan is prepared	The offender manager helps offenders subject to the threat of domestic abuse to prepare a safety plan.	Female offenders	Domestic Abuse	Contract Management and/or Audit		Strategic Objectives for Female Offenders (MoJ, March 2013)  Thinking Differently About Female Offenders (MoJ, pending)
16.	The plan is implemented	The offender manager engages the offender as an active participant in preparing, implementing and reviewing the plan.	All	Effective Practice	Contract Management and/or Audit	PI xx/2014 Sentence Planning [pending]	NOMS OM Model para 11.3  OASys Policy – Use of the Self Assessment Questionnaire (SAQ)

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17.	The plan is implemented	The offender manager ensures that the plan and the management of the offender takes account of his/her diverse needs and circumstances.	All	Diversity Equality of Outcome	Contract Management and/or Audit		
18.	The plan is implemented	The offender manager makes arrangements and exchanges information with appropriate agencies to ensure that the sentence plan is safely, effectively and efficiently implemented, including the implementation of the requirements of the sentence.	All		Contract Management and/or audit	Criminal Justice Act 2003 Section 198  PI xx/2014 Sentence Planning [pending]	NOMS OM Model Chapter 7
19.	The plan is implemented	The offender manager ensures that national and local interagency protocols are followed to improve public protection.	MAPPA	MAPPA eligible offenders	Public Protection	HMI Probation OMI Reports	Criminal Justice Act 2003 sections 325 - 327  MAPPA Guidance 2012
			VISOR	MAPPA offenders	Public protection	HMI Probation OMI Reports	PI 03/2013 Violent and Sex Offender Register (ViSOR) Manual

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		Safeguarding Children	Offenders living with or having significant contact with a child	Safeguarding children Children and Families Reducing Re-offending (RR) Pathway	HMI Probation OMI Reports	Section 11 Children Act 2004 PC 32/2005 PC 63/2005 PC 87/2005	Local Safeguarding Children Board (LSCB) Safeguarding Audits
		Multi-Agency Risk Assessment Conferences (MARACs)	Offenders who represent a risk to victims of domestic abuse	Domestic Abuse Children and Families RR Pathway	HMI Probation OMI Reports		CAADA MARAC Implementation Guide
		Mental Health Act Care Programme	Offenders subject to a MH Act Care Programme	Public protection	HMI Probation OMI Reports		Department of Health Guidance on Refocusing the Care Programme – March 2008
20.	The plan is implemented by referral to specialist services	The offender manager supports the offender to access and engage with specialist community based resources.	All	Reducing Re-offending Action Plan (Pathways)	Contract Management and/or Audit		Reducing Re-Offending Action Plan

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21.*	The offender is monitored and compliance is promoted	The offender manager ensures that all contact and key events are recorded on Authority approved IT systems and providers are informed of any action taken within specified timescales.	All		Contract Management and/or Audit		
22.	The offender is monitored and compliance is promoted	The offender manager follows appropriate guidance and protocols when they observe or receive information that indicates that an offender may present an increased risk. The contracted provider will inform the NPS of all cases where the risk of serious harm may be escalating to high.	All	Risk Management Compliance Management	GTNs OM 6, 20	MAPPA Guidance 2012 New PI [pending]	NOMS Risk of Serious Harm Guidance – June 2009
23.*	The offender is monitored and compliance is promoted	The offender manager ensures that the Children's Social Care service is notified of any new information which may indicate that the wellbeing of a child is at risk.	Offenders living with or having significant contact with a child	Laming Report Safeguarding Children	Local Safeguarding Audit	Section 11 Children Act 2004 PC 32/2005 PC 63/2005 PC 87/2005	
24.*	The offender is monitored and compliance is promoted	The offender manager ensures that assessment, progress and breach reports are completed for courts within the required timescale.	All	Compliance	Contract Management and/or Audit	CJ Act (2003) s220 Community Order Completion and Progress Reports to Court	

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25.	The offender is monitored and compliance is promoted	The offender manager seeks early revocation of the order when minimum mandatory criteria and requirements of the order have been met.	All	Compliance	Community GTNs OM 20 Contract Management and/or Audit		Compliance Best Practice Guide Performance Improvement Unit 2008
26.*	The offender is monitored and compliance is promoted	The offender manager ensures that statutory enforcement action is taken for failure to comply.	All	Enforcement Public Protection	GTNs OM 5 Contract Management and/or Audit	Criminal Justice Act 2003 Schedule 8 (Community Order), Schedule 12 (Suspended Sentence Order) Part 2 Sex Offender Act 2003	PC 38/2005 HM Courts Service Effective Practice Guide on Enforcing Community Penalties PC 05/2008 Determining Unacceptable Absences
27.*	The offender is monitored and compliance is promoted	The offender manager arranges for transfer of case to a provider following approval of transfer, including change of Court jurisdiction as required.	All	Public Protection Compliance	Contract Management and/or audit	PI xx/2014 Case Transfers [pending]	
28.*	The offender is monitored and compliance is promoted	The offender manager arranges for acceptance of case to a provider following approval of transfer, including change of Court jurisdiction as required.	All	Public Protection Compliance	Contract Management and/or audit	PI xx/2014 Case Transfers [pending]	

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29.	The offender is monitored and compliance promoted	The offender manager identifies the offender's risk of harm, likelihood of reoffending and records this on the Authority approved assessment tools.	All	Public Protection	Contract Management and/or Audit		
30.	Risk is managed	In referred cases where the National Probation Service determines that there is a high risk of serious harm, it will assume responsibility for the management of the case. It may set a date for a planned review of risk for those cases that it does not determine are high risk of serious harm.	Cases referred to the NPS	Public Protection Compliance	Contract Management and/or Audit	New PI [pending]	New Practice Instruction [pending]
31.	Risk is managed	The offender manager will receive and act upon the assessment from the National Probation Service including for the transfer of identified high risk of serious harm cases.	Cases referred to the NPS	Public Protection	Contract Management and/or Audit	New PI [pending]	
32.	The Sentence Plan is reviewed and the sentence is terminated	The offender manager ensures that the validity of the current plans are checked and adjusted on a regular basis and when there is a significant change in circumstances.	All	Public Protection Compliance	Community GTNs OM 26		

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33.	The Sentence Plan is reviewed and the sentence is terminated	The offender manager conducts a home visit to inform the review of the current assessment and plan in cases of either higher risk of harm or reoffending.	High Risk of Serious Harm cases and others where professional judgement suggests the need	Public Protection Female offenders Safeguarding Children	Contract Management and/or Audit	PC 41/2004 PC 79/2005	Strategic Objectives for Female Offenders (MoJ, March 2013) Thinking Differently About Female Offenders (MoJ, pending) Section 11 Children Act 2004 and Statutory Guidance "Working Together"
34.	The Sentence Plan is reviewed and the sentence is terminated	The offender manager undertakes a review of outcomes at the end of the sentence and records this on the Authority approved case management system.	All	Effective Practice	Community GTNs OM 11, 12, 13 Contract Management and/or Audit	PI xx/2014 Sentence Planning [pending]	NOMS OM Model (2006)
35.*	The Sentence Plan is reviewed and the sentence is terminated	The offender manager informs partner agencies and others, as appropriate, at termination of statutory involvement as required.	All	Safeguarding Laming Report	Contract Management and/or Audit	PC 32/2005 PC 63/2005 PC 87/2005	



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36.*	The Sentence Plan is reviewed and the sentence is terminated	The case is closed and Authority approved case management system updated.	All		Contract Management and/or Audit		

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## Annex A: Outputs Ordered by Relevant Requirement and Type<sup>1</sup>

No.	Output/Output Feature	Super- vision	Alcohol Treatment Requiremt	Drugs Rehab Requiremt	Rehab Services	Accredited Progrs	Mental Health TR	Community Payback	Senior Attendance Centre	Deliver Curfew *	Deliver Residence	Deliver Prohibited Activity	Deliver Exclusion	
33.	Review of plan informed by home visit			Type C										
20.	Supported to access and engage with specialist													
11.	Plan informed by home visit													
34.	Review of outcomes at end of sentence													
32.	Plans are checked and adjusted													
29.	Risk of harm, likelihood of reoffending identified													
25.	Early revocation of the order is achieved				Type B									
18.	Information is exchanged – plan is implemented													
10.	Information is shared...domestic violence													
9.	Assessment informed by check													
8.	Plan is completed following allocation													
36.	Case is closed, system updated									*				
35.	Partner agencies informed at end sentence									*				
31.	Offender Manager receives and acts on assessment from NPS													
30.	Risk escalates NPS will be consulted													

<sup>1</sup> **Note:** Type A outputs apply to **all** community sentences and are essential to ensure that the sentence is managed effectively provided by CRCs or NPS. Type B outputs are additional to Type A, and apply to all community sentences requiring a level of face-to-face offender engagement and a sentence plan. Type C outputs are additional to both Types A and B outputs, and apply where the requirement(s) comprising the order have a primarily rehabilitative purpose. For cases where the EM provider is the responsible officer, only outputs with marked with an asterisk (‘\*’) apply.

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28.	Court jurisdiction transferred in										*			
27.	Court jurisdiction transferred out										*			
26.	Statutory enforcement action taken										*			
24.	Assessment, progress, breach reports completed										*			
23.	Children's Social Care Service notified										*			
22.	Offender Manager acts on information regarding offender													
21.	A record of contact is maintained										*			
19.	National inter-agency procedures and protocols													
17.	Diverse needs and circumstances													
16.	The offender is engaged as active participant													
15.	Offenders helped to prepare safety plan – domestic abuse													
14.	Vulnerable offenders helped to prepare safety plan													
13.	A plan is produced													
12.	OM ...multi-agency scheme													
7.	Non-English speaking, disabilities...										*			
6.	Offender understands the sentence										*			
5.	Female offenders – female-only environment										*			
4.	Female offenders – female offender manager													
3.	The case is allocated										*			
2.	Agencies are notified										*			
1.	The case is created										*			

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## Annex B: Outputs Ordered by Row Number and Type

Output Row	Output	Output Level
1.	The case is created or updated on Authority approved IT systems.	Type A
2.	Agencies are notified of the commencement of the case.	Type A
3.	The case is allocated to an offender manager for the duration of the sentence.	Type A
4.	Female offenders are offered the option of being allocated a female offender manager.	Type A
5.	Female offenders are offered the option of being interviewed in a female-only environment.	Type A
6.	The offender understands the content of the sentence and the obligations, expectations and rights relating to it, including the consequences of failing to comply.	Type A
7.	Any non-English speaking offenders or offenders with disabilities or learning difficulties are enabled to communicate effectively for the purposes of induction, assessment, planning review and evaluation.	Type A
8.	The offender manager ensures that a plan is completed following allocation to the provider and this is recorded using an Authority approved IT system.	Type B
9.	The assessment is informed by a check with the local Children's Social Care service to establish whether any child living with or having significant contact with the offender is already known to or involved with the service.	Type B

10.	The offender manager shares information with appropriate agencies to establish whether an offender is known or believed to represent a risk of domestic violence to a partner, and the assessment is informed by this.	Type B
11.	The offender manager conducts at least one home visit to inform the plan.	Type C
12.	The assessment establishes whether the offender is covered by the provisions of any multi-agency or special scheme, to which specific and different arrangements apply.	Type A
13.	The offender manager produces a plan that meets the requirements of the order and statutory obligations and manages risk appropriately.	Type A
14.	The offender manager offers vulnerable offenders subject to risk of victimisation assistance to prepare a safety plan.	Type A
15.	The offender manager helps offenders subject to the threat of domestic abuse to prepare a safety plan.	Type A
16.	The offender manager engages the offender as an active participant in preparing, implementing and reviewing the plan.	Type A
17.	The offender manager ensures that the plan and the management of the offender takes account of his/her diverse needs and circumstances.	Type A
18.	The offender manager makes arrangements and exchanges information with appropriate agencies to ensure that the sentence plan is safely, effectively and efficiently implemented, including the implementation of the requirements of the sentence.	Type B
19.	The offender manager ensures that national and local interagency protocols are followed to improve public protection.	Type A

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20.	The offender manager supports the offender to access and engage with specialist community based resources.	Type C
21.	The offender manager ensures that all contact and key events are recorded on Authority approved IT systems and providers are informed of any action taken within specified timescales.	Type A
22.	The offender manager follows appropriate guidance and protocols when they observe or receive information that indicates that an offender may present an increased risk. The contracted provider will inform the NPS of all cases where the risk of serious harm may be escalating to high.	Type A
23.	The offender manager ensures that the Children's Social Care service is notified of any new information which may indicate that the wellbeing of a child is at risk.	Type A
24.	The offender manager ensures that assessment, progress and breach reports are completed for courts within the required timescale.	Type A
25.	The offender manager seeks early revocation of the order when minimum mandatory criteria and requirements of the order have been met	Type B
26.	The offender manager ensures that statutory enforcement action is taken for failure to comply.	Type A
27.	The offender manager arranges for transfer of case to a provider following approval of transfer, including change of Court jurisdiction as required.	Type A
28.	The offender manager arranges for acceptance of case to a provider following approval of transfer, including change of Court jurisdiction as required.	Type A
29.	The offender manager identifies the offender's risk of harm, likelihood of reoffending and records this on the Authority approved assessment tools.	Type B

30.	In referred cases where the National Probation Service determines that there is a high risk of serious harm, it will assume responsibility for the management of the case. It may set a date for a planned review of risk for those cases that it does not determine are high risk of serious harm.	Type A
31.	The offender manager will receive and act upon the assessment from the National Probation Service including the transfer of identified high risk of serious harm cases.	Type A
32.	The offender manager ensures that the validity of the current plans are checked and adjusted on a regular basis and when there is a significant change in circumstances.	Type B
33.	The offender manager conducts a home visit to inform the review of the current assessment and plan in cases of either higher risk of harm or reoffending.	Type C
34.	The offender manager undertakes a review of outcomes at the end of the sentence and records this on the Authority approved case management system.	Type B
35.	The offender manager informs partner agencies and others, as appropriate, at termination of statutory involvement, as required	Type A
36.	The case is closed and Authority approved case management system updated.	Type A