

# West Mercia Probation Area Business Plan 2006/2007

**2007 is the Centenary of the Probation of Offenders Act which established the Probation Service.**

“The mood and temper of the public to the treatment of crime and criminals is one of the most unfailing tests of the civilisation of any country. A calm, dispassionate recognition of the rights of the accused and even of the convicted criminal against the state; a constant heart-searching of all charged with the deed of punishment; tireless efforts towards the discovery of regenerative processes; unfailing faith that there is a treasure, if you can find it, in every man. These are the symbols which in the treatment of crime and criminals make and measure the stored up strength of a nation and are a sign and proof of the living virtue of it.”

*Winston Churchill, House of Commons, 1907 Debate on the Probation of Offenders Act.*

March 2006



# Contents

<b>Chapter 1</b>	<b>Introduction</b>
<b>Chapter 2</b>	<b>Performance Targets &amp; Measures 2005-06</b>
<b>Chapter 3</b>	<b>Results for 2005-06</b>
<b>Chapter 4</b>	<b>Improvement Priorities</b>
<b>Chapter 5</b>	<b>Weighted Scorecard</b>
<b>Annex A</b>	<b>Indicative Area Targets</b>
<b>Annex B</b>	<b>Risk Register</b>
<b>Annex C</b>	<b>Timetable for Core Data Returns</b>

# 1. Introduction

## Performance, Innovation and Protecting the Public

During a year of uncertainty and continuing change for the probation service, the Home Secretary issued his consultation paper "Reorganising the Probation Service to Reduce Re-Offending". Legislation based on this exercise was anticipated in January 2006 but we now understand that it may be introduced into Parliament later in this year. So uncertainty continues but as we said in the introduction to last year's plan, the West Mercia area has always looked for the opportunities which change brings and the coming year will be no exception.

If the focus of the consultation exercise was on reducing reoffending, other developments elsewhere in the country have reminded us that the responsibility to protect the public is also an important aim for the service. This plan recognises the importance of this aspect of our work and in particular will build on the findings of the Effective Supervision inspection carried out by HMIP during 2005.

Our performance against the targets that were set for us has been good and the projection is that we will exceed the "zero" point on the weighted scorecard that represents overall achievement of targets. However our performance during the year was uneven and one of the priorities for the coming year is to deliver good end of year performance as a result of more consistent performance during the year.

2006-07 is the first year in which we are responsible to the Regional Offender Manager for delivery on the Service Level Agreements (SLAs) that we have negotiated with the National Offender Management Service (NOMS), and these SLAs for Offender Management and for Interventions provide another source of material for this plan.

We are pleased that the emphasis that we have placed on innovation and taking very seriously the Board's responsibilities as a commissioner of services has been reflected in the Regional Offender Manager's (ROM) requirements of us under the Offender Management SLA, and that NOMS continues to look to us for imaginative solutions to the challenges of reducing offending and protecting the public. We will continue to develop initiatives such as ACCLAIM, Growing out of Crime and "Connect" out of this commitment. The National Probation Directorate has reintroduced a target for probation boards to spend in the voluntary sector; our commitment to this means that we enter the new performance year with this as an achievement, not as a challenge, because it is at the heart of our way of doing things.

The previous year saw us introduce the Criminal Justice Act at the same time as we were undertaking the preparatory work for the introduction of the Offender Management Model. Both have been achieved successfully, although each represents a major change programme in its own right.

We enter the new year with, essentially, three divisions:

Offender Management led by **Julie Masters**, as **Head of Offender Management**, supported by Area Managers in the five operating Divisions which mirror the police Basic Command Units.

**Shrewsbury  
Telford  
North Worcestershire  
South Worcestershire  
Herefordshire**

**Michele Hatfield  
Catherine Ritson  
Tom Currie  
Liz Smith  
Paul Baker**

The Area Managers divide responsibility for the prison probation departments which are considered to be part of Offender Management.

**Interventions** will be led by **Helen Allen** as **Head of Interventions and Community Development** and she is supported by **Les King, Area Manager**.

A central services function will be led by me as Chief Officer, co-ordinated by **Karen Simmonds** as my Executive Assistant, with **Sandra Jones** bringing together responsibility for people and money as **Head of Resources**, and by **Tony Brewerton, ACO leading on performance management and information (and the Connect regional project)**

We will work with our communities to provide relevant services to this Area, for instance working with the Probation Care Trust to provide opportunities for learning and developing skills that will be relevant to the local, rural community in the West of the Area.

As we reshape our service to meet the new demands placed upon us we will continue to reflect the themes of the Regional "Reducing Re-offending Action Plan", and work cooperatively with the ROM and with our regional partners in the West of Midlands Region.

We will also work with our criminal justice partners in West Mercia through the Area Criminal Justice Board (ACJB), taking the lead in the persistent offender work stream and on developing the effective work of Multi Agency Public Protection Arrangements (MAPPA).

From both within the local service and in the context of the ACJB, diversity issues will continue to be a priority for us. This will provide another dimension in which we need to continue to work to ensure that the services we provide are fit for purpose for the whole community. We want to build on the two projects that we currently have running on community outreach and the offender experience of being supervised by us and create a Diversity Officer post in the Central Services part of the organisation so that this is not lost in the organisational split into Interventions and Offender Management.

2006-07 includes some major milestones for the service, some of which are clear, others of which remain uncertain. Significant amongst these are:

Early April	sign-off of Offender Management Model in West Mercia
May	Investors in People renewal Submission of Value for Money proposals to NPD
July	legislation on restructuring of probation introduced ?
August	OLASS takes responsibility for offender learning
September	Offender Management during custodial sentence for Tier 4 cases introduced
November	Custody Plus introduced

At the time of writing probation budgets have not been confirmed by NPD and some targets remain unquantified both by NPD and the ROM. We know that there may be a target of 5% of budget to be spent in the Voluntary Sector (VCS) and private sectors and although we easily achieve that target, the Board will be reviewing the way in which it has oversight of that increasingly important aspect of our activities.

Although our monitoring of performance during 2005-06 leads us to project that we will achieve the performance standards set for us, next year's targets, where they are firm, already imply significant performance improvements. Some of these will be achieved through a continuation of the trajectories that have been established this year. However, others will require a more fundamental review of how we organise ourselves and of the services we offer. In particular we need to give detailed attention to:

- Unpaid Work, where challenging targets are combined with a more differentiated approach than was the case when all community punishment was "enhanced" community punishment.
- Preparing Standard Delivery reports within 15 days, particularly when the resource to do this appears to be, in part, tied up in increasing the proportion of reports that are done as "Fast Delivery" and the introduction of Custody Plus will require more reports to be done as SDRs because our prison partners will be dependent upon the full Oasys assessments contained in those reports.
- Achieving the 9 days average sickness absence target, given our historic performance.

**David Chantler**  
**Chief Officer**

March 2006

## 2. Performance Targets & Measures 2006-07

The Service's targets and measures for 2006-07 are set out in the third column of the table below. Performance Targets are those that have been agreed with Ministers and the Chief Executive of NOMS and will be published as targets for Correctional Services. A measure is a means that by which the NPD and the Chief Executive judge performance on key aspects of the NPS.

Business Plan Priority		Weighted Scorecard Status	Comments
<b>1. Contribution to the Development of NOMS</b>	<b>Performance Target 14</b> Staff sickness not to exceed an average of 9 days per member of staff.	<b>Weighting = 10</b>	Similar measure introduced during course of year 2005-06
<b>2. Protecting the Public from Harm</b>	<b>Performance Target 1</b> 90% of risk of harm analyses, risk management plans and Oasys Management plans on high/very high risk of harm offenders are completed within five working days of the commencement of the order or release into the community Local Target: 100%	<b>Weighting = 10</b>	Being achieved at end 05/06
	<b>Performance Target 2</b> 85% of victims to be contacted within 8 weeks of an offender receiving 12 or more months imprisonment for a serious sexual or violent offence.	Weighting = not in scorecard	Target exceeded in 05/06. Remains a priority for West Mercia Board despite receiving no priority in the WSC.
<b>3. Deliver a new service delivery model</b>	<b>Performance Target 3</b> 90% of risk of harm screenings/full analyses (as appropriate) and Oasys sentence plans completed on Prolific and other Priority Offenders (PPOs), within 5 working days of the commencement of the order or release into the community. Local Target: 100%	<b>Weighting = 10.</b>	Being achieved at the end of 05/06

<b>4. Implementing the 2003 Criminal Justice Act Enforcement</b>	<b>Performance Target 4</b> 90% PSRs to be completed within the required time, i.e. <ul style="list-style-type: none"> <li>On the day requested for fast delivery PSRs to magistrates courts</li> <li>Within 15 working days for standard delivery reports to magistrates courts, except where the offender is remanded in custody in which case the timescale is 10 working days</li> <li>By the date set by the commissioning court for Crown Courts</li> </ul>	<b>Weighting = 10</b> New measure to reflect the perspective of the court.	Requires significant improvement, particularly in context of Offender Management Model and maintaining continuity of Offender Manager from point of PSR allocation
	<b>Performance Measure 1</b> 40% reports to be fast delivery	Weighting = not in WSC	40% represents the performance required to meet performance target 4 but is endangered by the demands of custody plus for SDRs.
	<b>Performance Target 5</b> 920 successful unpaid work completions	<b>Weighting = 10.</b>	Improvement project required to achieve increased target
	<b>Improvement Target 6</b> Initiate breach proceedings in accordance with national standards within 10 working days in 90% of cases.	<b>Weighting = 10</b>	Consistently achieved in West Mercia
	<b>Performance Target 7</b> Compliance: the proportion of arranged appointments which the offender attends in the first 26 weeks (target to be determined after quarter one results become available)	<b>Weighting = 7</b>	
	<b>Performance Measure 2</b> Compliance: the proportion of cases that reach the six month stage without requiring breach action(no second unacceptable failure to comply with an order, no third unacceptable failure to comply with a licence) (target to be determined as for PT 7 above.	<b>Weighting = 3</b>	

	<b>Performance Measure 3</b> Compliance: the average number of acceptable failures to attend appointments in orders and licences during the first 26 weeks	Weighting = not in WSC	
	<b>Performance Measure 4</b> Compliance: the proportion of orders and licences that terminate successfully.	Weighting = not in WSC	
<b>5 Implementing the National Delivery Plan on Reducing Re-Offending</b>	<b>Performance Measure 5</b> Accommodation: to be determined	Weighting = not in WSC	
	<b>Performance Target 8</b> Skills for Life: 871 Starts	<b>Weighting = 5</b>	Reflects move from providing skills for life training to referring to OLASS. PS plus funding achieved to support this Target.
	<b>Performance Target 9</b> Employment: 272 offenders into work	<b>Weighting = 7</b>	
	<b>Performance Measure 6</b> Employment (supporting measure to PT 9); to be determined	Weighting = not in WSC	
	<b>Performance Measure 8</b> 90% of first contacts on DTTOs/DRRs arranged with a) the probation service for within one working day and b) with the treatment provider for within 2 working days	Weighting = not in WSC	

	<p><b>Performance Target 11</b> 345 accredited programme completions including share of regional targets for Domestic Violence Programme and for Sex Offender programme</p>	<b>Weighting = 10</b>	Conversion of non-accredited IDAP should deliver share of domestic violence programme completions. Sex Offender programme completions to be delivered through regional sex offender unit.
	<p><b>Performance Measure 9</b> % of offenders starting an accredited programme out of the total number of programme requirements.</p>	Weighting = not in WSC	
	<p><b>Performance Measure 10</b> % of offenders completing an accredited programme out of the total who attend the first session.</p>	Weighting = not weighted	
<b>6. Ensure compliance with legislation and embed equality and diversity in the NPS</b>	<p><b>Performance Target 12</b> Regionally set employment targets for minority ethnic staff</p>	Weighting = not in WSC	
	<p><b>Performance Target 13</b> 95% of ethnic monitoring data on staff and offenders is returned on time and using the correct (Cebus2001) classifications</p>	<b>Weighting = 10</b>	Current performance should deliver this target

## 3. Results for 2006-07

This section relates the required result for the coming year to the equivalent target or measure for 2005-06

Column 1: is a reference, indicating the Performance Target (PT) or Performance Measure (PM).

Column 2 is a description of these.

Column 3 contains the target for the previous year

Column 4, the actual or estimated performance against that target

Column 5 is the target for 2006-07

Column 6 indicates whether this is improvement (I) or maintenance (M).

1. Ref:	2. Description of target/measure	3. Previous performance	4. Actual performance	5. Planned performance	6. M or I
		<b>Target 05-06</b>	<b>Actual 05-06</b>	<b>Target 06-07</b>	<b>Status</b>
PT14	Staff Sickness	<b>9 days</b>		<b>9 days</b>	<b>I</b>
PT 1	Completion of risk of harm analyses re high/very high risk of harm offenders	<b>90%</b>		<b>90%</b>	<b>M (at end of year perform ance level)</b>
PT 8	Achieve area target for basic skills starts and awards (Annex A refers) contributing to national targets of 40,000 starts and 10,000 awards.	<b>570 Starts  142 Awards</b>	<b>223 Starts  90 Awards to end Dec</b>	<b>872 Starts  Awards now with OLASS</b>	<b>I</b>
PT 2	Contact victims within 8 weeks	<b>85%</b>		<b>85%</b>	<b>M</b>
PT 9	Achieve area contribution (Annex A refers) to national target for 15,000 unemployed offenders to find and keep employment or vocational training for 4 weeks or more during the course of their supervision.	<b>-</b>	<b>-</b>	<b>272</b>	<b>I</b>

PT 3	PPO risk of harm and sentence plans completed	<b>90%</b>		100%	<b>I</b>
PM 3	Percentage of offenders in suitable accommodation at end of order/licence compared to start	<b>Targets</b>	<b>not</b>	<b>yet</b>	<b>set</b>
PT4	PSR Timeliness	<b>90%</b>		<b>100%</b>	<b>I</b>
PM1	% Fast Delivery Reports			<b>40%</b>	
PT 13	Achieve Home Secretary's race equality employment targets (published in July 1999) or improve current performance where they are already exceeded:  (i) Minority Ethnic representation in the area workforce (contribution to regional target)	<b>Regional</b>	<b>targets</b>	<b>to be</b>	<b>set</b>
PT 5	Unpaid Work Completions			<b>920</b>	<b>I</b>
PT 6	Breach Action			<b>90%</b>	<b>M</b>
PT 7	Compliance – Attendance in first 26 weeks			<b>To be set</b>	
PM 2	Compliance – 6 month stage without breach			<b>To be set</b>	
PM 3	Compliance- Ave. no. of acceptable failures			<b>To be set</b>	
PM 4	Compliance – Successful completions			<b>To be set</b>	
PM 5	Accommodation	<b>no target</b>		<b>To be set</b>	<b>I</b>
PT 8	Skills For Life – Starts			<b>871</b>	<b>I</b>
PM 6	Employment			<b>218</b>	<b>I</b>
PT 10	Successful DTTO/DRR Completions			<b>85</b>	<b>M</b>
PM 7	DTTO/DRR Commencements			<b>290</b>	<b>M</b>

PM 8	DTTO/DRR First Contacts	<b>no target</b>		<b>90%</b>	
PT 11	Accredited Programme Completions			<b>345</b>	<b>M</b>
PM 9	Accredited Programmes % Of Offenders Commencing	<b>no target</b>		<b>To be set</b>	<b>I</b>
PM 10	Accredited Programmes: % Who Complete Out Of Total Attending First Session			<b>To be set</b>	<b>I</b>
PT 12	Contribute To Regionally Set Employment Targets For Minority Ethnic Staff	<b>No target</b>		<b>To be set</b>	
PT 13	Ethnic Monitoring; % Data On Staff And Offenders Returned On Time And Using Correct Classifications			<b>95%</b>	<b>M</b>

## 4. Improvement Priorities

This section describes a format for setting out those enablers that need to be improved in order to achieve key results. Please note the additional requirement to identify Race Equality Scheme implications.

Improvement priorities to be drawn from EEM Self assessment, PIP feedback, IIP Feedback or any other diagnostic tool used which identifies areas requiring improvement.	To deliver improved performance against the following Target / Measure/ National standards results
<b>Improvement Objective 1</b>	
<p><b>Improvement Objective:</b> To improve performance in respect of:</p> <p><b>1a. Unpaid Work completions.</b></p> <p><b>Owned by:</b> Head of Interventions (places available) and Area Managers (capacity utilised)</p> <p><b>To be delivered by:</b> Capacity 1.4.06 Profiled Utilisation 1.7.06</p> <p><b>Project Plan developed? Yes/no:</b> to be completed when budget clarified</p> <p><b>1b. Timeliness of PSRs, by achieving completion within 15 working days.</b></p> <p><b>Owned by<sup>1</sup> :</b> Head of Offender Management.</p> <p><b>To be delivered by :</b> 1.07.06</p> <p><b>Project plan developed? yes / no:</b> To be completed when budget clarified.</p>	<p>Recommendations from Unpaid Work Thematic inspection 2005 PT 5 Interventions SLA</p> <p>PT 4 and PM 4 Commitment to local sentencer forums</p>
<b>Costs &amp; resource implications:</b> To be determined.	

<sup>1</sup> The person who 'owns' the improvement is the individual who is responsible and accountable. In project terms this could be the project sponsor or could fit within a more normal line management structure.

Improvement Objective 2	
<p><b>Improvement Objective:</b> To successfully complete the implement of the CJA '03, including the introduction of Custody Plus.</p> <p><b>Owned by :</b> <i>Head of Offender Management.</i></p> <p><b>To be delivered by :</b> initial target 1.11.06 (priority groups). Full completion date to be agreed</p> <p><b>Project plan developed? yes / no:</b> <i>in progress, resourcing information still awaited from NOMS/NPD</i></p>	<p>PM 2 PM 3 PM 4</p> <p>Offender Management SLA</p>
<p><b>Costs &amp; resource implications:</b> Yet to be fully identified.</p>	
<p><b>Race Equality Scheme implications:</b> Need to ensure new provisions impact equitably on all offenders via relevant monitoring.</p>	
Improvement Objective 3	
<p><b>Improvement Objective:</b> To have reduced staff absence due to sickness to an average of no more than 9 days over the year.</p> <p><b>To be delivered by :</b> :31/3/07 (profiled target 30/9/06)</p> <p><b>Owned by :</b> Head of Resources</p> <p><b>Project plan developed? yes / no:</b></p>	<p>PT 14</p> <p>And all other priorities through delivering extra resource.</p>
<p><b>Costs &amp; resource implications</b></p>	
<p><b>Race Equality Scheme implications:</b></p>	

<b>Improvement Objective 4</b>	
<p><b>Improvement Objective:</b> To review recruitment and assessment centre processes to ensure availability of staff for deployment in support of achieving service delivery objectives, whilst maintaining appointment from a diverse pool of applicants.</p> <p><b>Owned by :</b> Head of Resources.</p> <p><b>To be delivered by :</b> 01.08.06</p> <p><b>Project plan developed? yes / no:</b> plan in preparation as part of performance improvement action plan</p>	PT 13
<b>Costs &amp; resource implications:</b> Resource neutral.	
<b>Race Equality Scheme implications:</b> Improvements to engagement with local ethnic minority communities in considering or pursuing a career in the probation service.	
<b>Improvement Priority 5</b>	
<p><b>Improvement Objective:</b> To ensure that information provided to the centre in support of performance monitoring of performance targets and performance measures and measurement is accurate and timely.</p> <p><b>Owned by :</b> ACO Performance</p> <p><b>To be delivered by :</b> 01.6.06</p> <p><b>Project plan developed? yes / no:</b> being developed as part of performance improvement plan</p>	
<b>Costs &amp; resource implications:</b> Intended to demonstrate the use of resources in providing services to offenders.	
<b>Race Equality Scheme implications:</b> Need to ensure information systems are able to break down performance by gender, ethnicity etc and are not degraded in attempt to speed them up	

<b>Improvement Objective 6</b>	
<p><b>Improvement Objective:</b> To achieve top half performance in the WSC during each reporting quarter, with top quartile performance by 31.3.07.</p> <p><b>Owned by :</b> Chief Officer</p> <p><b>To be delivered by :</b>31.03.07.</p> <p><b>Project plan developed? <u>yes</u> /no:</b> Performance Improvement Plan</p>	All weighted scorecard priority
<b>Costs &amp; resource implications:</b>	
<b>Race Equality Scheme implications:</b> Need to ensure equality of access	
<b>Improvement Objective 7</b>	
<p><b>Improvement Objective:</b> To deliver against the Interventions SLA to the satisfaction of the ROM, in particular to:-</p> <ol style="list-style-type: none"> <li>1. Develop a strategy to ensure that the increased target or Accredited programme completions can be met.</li> <li>2. Develop an Action Plan for improving levels of Unpaid Work completions</li> <li>3. Improving levels of Drug Rehabilitation Requirements</li> <li>4. Exploring and developing opportunities and links in Education, Training and Employment initiatives for offenders with mental health problems.</li> </ol> <p><b>Owned by :</b> CO/ Head of Interventions</p> <p><b>To be delivered by :</b> quarterly throughout year</p> <p><b>Project plan developed? <u>yes</u> / no:</b></p>	To fulfil SLA
<b>Costs &amp; resource implications:</b> need to allocate funds when final budget position known	
<b>Race Equality Scheme implications:</b>	

Improvement Objective 8	
<p><b>Improvement Objective:</b> To deliver on the Offender Management SLA with the ROM, and in particular to:-</p> <ol style="list-style-type: none"> <li>1. Ensure that Oasys assessments and sentence plans are completed to a high standard and within national Standards timescales</li> <li>2. Risk of Harm and Sentence Plans are completed to time and to a high standard</li> <li>3. Ensure readiness to operate Offender Management in relation to Tier 4 cases by September 2006 and Custody Plus by November 2006.</li> </ol> <p><b>Owned by :</b> CO/ Head of Offender Management</p> <p><b>To be delivered by :</b></p> <p><b>Project plan developed? yes/ no :</b> existing OMM plans</p>	<p>To fulfil SLA</p>
<b>Costs &amp; resource implications</b>	
<b>Race Equality Scheme implications:</b>	
Improvement Objective 9	
<p>Improvement priorities to be drawn from EEM Self assessment, PIP feedback, liP Feedback or any other diagnostic tool used which identifies areas requiring improvement.</p> <p><b>Improvement Objective:</b> To collaborate on a regional basis, where this will deliver over time, best quality services for offenders, courts and local communities, in West Mercia.</p> <p><b>Owned by :</b> Chief Officer</p> <p><b>To be delivered by :</b> Ongoing throughout the year</p> <p><b>Project plan developed? yes / no:</b> Regional Project Plan</p>	<p>To deliver improved performance against the following Target / Measure/ National standards results</p>
<b>Costs &amp; resource implications:</b>	
<b>Race Equality Scheme implications:</b>	

## 5. Weighted Scorecard

### The Weighted Scorecard in 2006-07

The indicators to be used in the scorecard in 2006-07 are set out below, weighted as shown.

Annexe A

Business Plan Priority	Performance Target/ Measure	Weighted Scorecard Status
<b>1. Contribute to the Development of NOMS</b>	<b>Performance Target 14</b> Staff sickness not to exceed an average of 9 days per member of staff per year	<b>Weighting = 10</b>
<b>2. Protecting the Public from Harm</b>	<b>Performance Target 1</b> 90% of risk of harm full analyses, risk management plans and OASys sentence plans on high/very high risk of harm offenders are completed within 5 working days of the commencement of the order or release into the community	<b>Weighting = 10</b>
<b>3. Develop a new service delivery model</b>	<b>Performance Target 3</b> 90% of risk of harm screenings/full analyses (as appropriate) and OASys sentence plans completed on Prolific and other Priority Offenders (PPOs) within 5 working days of the commencement of the order or release into the community	<b>Weighting = 10</b>
<b>4. Implementing the 2003 Criminal Justice Act</b>	<b>Performance Target 4</b> 90% of PSRs to be completed within the required time, i.e. <ul style="list-style-type: none"> <li>o on the day requested for fast delivery PSRs to magistrates' courts;</li> <li>o within 15 working days for standard delivery PSRs to magistrates' courts, except where the offender is remanded in custody in which case the timescale is 10 working days;</li> <li>o by the date set by the commissioning court for Crown Courts</li> </ul>	<b>Weighting = 10</b>
	<b>Performance Target 5</b> 920 successful completions of Unpaid Work	<b>Weighting = 10</b>
	<b>Performance Target 6</b> Initiate breach proceedings in accordance with National Standards within 10 working days in 90% of cases	<b>Weighting = 10</b>
	<b>Performance Target 7</b> Compliance: the proportion of arranged appointments which the offender attends in the first 26 weeks (target % to be determined after quarter 1 results become available)	<b>Weighting = 7</b>

	<b>Performance Measure 2</b> Compliance: the proportion of cases that reach the six months stage without requiring breach action (no second unacceptable failure to comply with an order, no third unacceptable failure to comply with a licence) (target % to be determined as for PT 7 above)	<b>Weighting = 3</b>
	<b>Performance Target 8</b> Skills for life: 871 starts	<b>Weighting = 5</b>
	<b>Performance Target 9</b> 272	<b>Weighting = 7</b>
	<b>Performance Target 10</b> 85 successful DTTO/DRR completions	<b>Weighting = 10</b>
	<b>Performance Target 11</b> 345 accredited programme completions including (x) sex offender treatment programme completions and (x) domestic violence programme completions	<b>Weighting = 10</b>
<b>6. Ensure compliance with legislation and embed equality and diversity in the NPS</b>	<b>Performance Target 13</b> 95% of ethnic monitoring data on staff and offenders is returned on time and using the correct (Census 2001) classifications.	<b>Weighting = 10</b>



National Probation Service: Indicative Area Targets 2006-07

Region	Area	Accredited Programme Completions <sup>1</sup>	Basic Skills Starts <sup>2</sup>	DTTO/DRR Completions <sup>1</sup>	Unpaid Work <sup>3</sup> Completions <sup>1</sup>
West Midlands	Staffordshire	360	939	97	957
	Warwickshire	150	366	34	367
	West Mercia	345	871	85	920
	West Midlands	1,062	3,197	326	2,978
<i>West Midlands Total</i>		<i>1,917</i>	<i>5,373</i>	<i>542</i>	<i>5,222</i>
North East	County Durham	234	651	51	526
	Northumbria	688	1,553	133	1,332
	Teesside	245	755	81	718
<i>North East Total</i>		<i>1,167</i>	<i>2,959</i>	<i>265</i>	<i>2,576</i>
East of England	Bedfordshire	171	478	49	480
	Cambridgeshire	185	536	53	679
	Essex	417	1,127	102	1,215
	Hertfordshire	192	645	65	660
	Norfolk	234	646	48	747
	Suffolk	186	497	35	552
<i>East of England Total</i>		<i>1,385</i>	<i>3,929</i>	<i>352</i>	<i>4,333</i>
North West	Cheshire	236	809	54	836
	Cumbria	157	445	35	555
	Greater Manchester	1,431	2,884	344	3,578
	Lancashire	586	1,425	165	1,372
	Merseyside	686	1,737	197	1,628
<i>North West Total</i>		<i>3,096</i>	<i>7,300</i>	<i>795</i>	<i>7,969</i>
East Midlands	Derbyshire	320	852	76	1,016
	Leicestershire & Rutland	358	842	89	1,097
	Lincolnshire	284	510	59	509
	Northamptonshire	191	533	62	523
	Nottinghamshire	261	1,099	144	1,316
<i>East Midlands Total</i>		<i>1,414</i>	<i>3,836</i>	<i>430</i>	<i>4,461</i>
Yorkshire & Humberside	Humberside	303	949	110	1,020
	North Yorkshire	218	532	67	647
	South Yorkshire	551	1,438	144	1,443
	West Yorkshire	871	2,349	243	2,452
<i>Yorkshire &amp; Humberside Total</i>		<i>1,943</i>	<i>5,268</i>	<i>564</i>	<i>5,562</i>
South East	Hampshire	496	1,375	99	1,747
	Kent	370	1,235	125	1,418
	Surrey	204	511	53	569
	Sussex	381	1,011	100	1,048
	Thames Valley	452	1,316	164	1,478
<i>South East Total</i>		<i>1,903</i>	<i>5,448</i>	<i>541</i>	<i>6,260</i>
South West	Avon & Somerset	439	1,134	129	1,074
	Devon & Cornwall	461	1,177	112	1,137
	Dorset	187	459	48	475
	Gloucestershire	166	393	38	382
	Wiltshire	109	435	53	415
<i>South West Total</i>		<i>1,362</i>	<i>3,598</i>	<i>380</i>	<i>3,483</i>
London	London	2,164	7,278	813	7,029
Wales	Dyfed-Powys	129	420	48	371
	Gwent	202	632	68	598
	North Wales	281	601	59	672
	South Wales	538	1,358	143	1,464
<i>Wales Total</i>		<i>1,150</i>	<i>3,011</i>	<i>318</i>	<i>3,105</i>
<b>England &amp; Wales</b>		<b>17,500</b>	<b>48,000</b>	<b>5,000</b>	<b>50,000</b>

<sup>1</sup> Targets based on 1/3 share of 2006-07 basic budget formula and 2/3 projected 2005-06 starts

<sup>2</sup> Targets based on share of basic budget formula

<sup>3</sup> Includes CPOs and CPROs

## Annex B

### RISK REGISTER

Risk						Counter Measures				
No.	Risk / Opportunity Description Full description of the risk and how the likelihood / impact will effect task in question	Category e.g. financial , operational, external, HR	Risk Owner Name/ unit and phone number	Likelihood From VL to VH	Impact From VL to VH	Taken Controls in place and active	Planned Controls proposed	Proximity Time frame for risk, e.g. long term, on going, specific milestone	Date Reviewed When did risk owner last review this	Date Actioned When were actions taken to mitigate risk
1.	Lack of clarity from the Centre about the future structure of NOMS and NPD and its likely impact upon areas and their organisation, creating an inability to appropriately plan for and anticipate change in order to best manage the organisation.	Operational, Reputational, HR, financial	David Chantler, Tricia Bradbury  HQ (01562) 748375	Medium	High	Chief Officer and Chair actively seek up to date information and developments. Strategic implications considered for whole organisation as information becomes available with continuous review and update.	Continue to liaise with sentencers via probation forums and with courts executives. Monitor sentencing behaviour to support strategic planning.	Until NOMS structure and that of NPD fully defined by the Centre and understood.		
2.	Clash between target for FDRs (40%), which is necessary to create space to meet SDR timeliness target (WSC), and needs of Custody Plus for an increased % SDRs.	Organisational Financial	Julie Masters Head of Offender Management  HQ (01562) 748375	High	Medium	None yet, discussion begun with centre over contradictory indicators.		November 2006		
3.	Implementation of Pay and Reward Review	Financial	Sandra Jones  HQ (01562) 748375	Medium	High	Building on experience from amalgamation  Regional collaboration  Creating and utilising DEPUTY Head of post  Maintaining contact with NPD HR	Regional work on job matching etc  Careful outlier and "sore thumb" work  Achieving clarity about implementation of structure and dealing with "recyclables"	On-going		
4.	Ending of "Connect Regional Project" without expected extension	Financial, operational reputational	Anthony Brewerton  HQ (01562) 748375	High	High	Liaison with NPD  Work with Government Office.	Plan exit strategies for staff to reduce staff group by end of Plan successor activities to deliver project outcomes	31.3.07		

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							through alternative means			
5.	Dependence on IOSS	Operational Financial	Tony Brewerton HQ (01562) 748375	High	Medium					
6.	Organisation potentially at risk from participation in regional collaboration, in the absence of clear governance arrangements for joint schemes/projects.	Financial, Reputational	David Chantler  HQ (01562) 748375	Low	Medium	Governance in respect of existing projects "Connect" and regional sex offender unit reviewed by Chairs and Chiefs, but more transferable principles still need to be developed to support further joint working.	Need to progress discussions to have clear structures in place for existing projects and to develop base lines for future developments. By July 06	Ongoing		
7.	Implementation of NPD Approved Premises Strategy	Reputational Operational								
8.	Danger of exposure for the organisation to contestability, ahead of opportunity to develop clear unit costings and best value criteria in order to establish our basis for competition.	Financial, Operational, Reputational	Sandra Jones  HQ (01562) 748375	Medium	High					
10.	Loss of key personnel due to uncertainly and transition to NOMS	HR, Operational	Sandra Jones,  HQ (01562) 748375	Medium	Medium	Ensure staff kept up to date on known developments in respect of NOMS, to minimise uncertainty, where possible. Maintain good liaison with unions about anticipated impact of NOMS on the area and staff.	Make sure we have access to any current information from the Centre as it becomes available.			

**Timetable for Core Data Returns 2005-06**

**Annex C**

Indicator	Description	Method/ and Frequency of collection	Data collection contact	Policy lead	Deadline
<b>INFORMATION TO BE ADDED</b>					