



Ministry of
JUSTICE

National Offender
Management Service



CHESHIRE

National Probation Service for England and Wales

CHESHIRE AREA

Business Plan 2009 - 10



Cheshire Area Business Plan 2009 – 10 Contents

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FOREWORD

The primary task which faces us during the coming year is to ensure that Cheshire Probation achieves Trust status. This is not merely some transient bureaucratic toil but is intended to transform our Service so that we may continue to improve our effectiveness in reducing crime by reducing re-offending and to make our Service even more responsive to the needs of local communities.

Also, we face a reduction in real terms in the resources which we will have available over the next three years and we will only be able to develop our services by a thorough transformation of our activities.

We welcome this challenge. If we do not become a Trust, our Service could be taken over by another Area, which has achieved Trust status; we could be run centrally by the National Offender Management Service agency; or private/voluntary sector organisations could be invited to manage the Service under a contract.

We will apply in May 2009 to become a Trust and we hope and expect to hear in July that we have been successful and will enjoy our new status from April 2010. Our staff, our partners and the wider public will be consulted and kept fully informed about our progress.

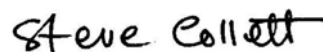
This process must not deflect us from continuing to improve upon our excellent overall performance. Indeed, this is a prerequisite of our application.

This Business Plan sets out, in some detail, what we will be doing in 2009/10 and there is much information about the way in which the effectiveness of our Service has been assessed. The Plan will be reviewed regularly to ensure that progress towards our objectives is being made and also to recognise that significant new challenges may emerge during the year and that priorities may have to be revisited.

We have every confidence that our service will continue to enjoy high public esteem and respect and we thank all those who continue to support our work.



LESLIE ROBINSON
BOARD CHAIR



STEVE COLLETT
CHIEF OFFICER

Cheshire Probation Board

Leslie Robinson, JP (Chair)

Andrew Backhouse	Councillor Myles Hogg
His Honour Judge Stephen Clarke	Ron Howarth
Steve Collett (Chief Officer)	Yvonne McLean
Michael Darby, JP	Jane Miller, JP
John Eccles	Mary Roberts

Glossary of Terms Used

ATR	Alcohol Treatment Requirement
BME	Black and Minority Ethnic
CDRP	Crime and Disorder Reduction Partnership, between Police, local authorities, Probation, health, voluntary sector and local groups of residents and businesses
CDVP	Community Domestic Violence Programme
CJA	Criminal Justice Act
CJS	Criminal Justice System
CPA	Cheshire Probation Area
DRR	Drug Rehabilitation Requirement
EFQM	European Foundation for Quality Management
ETE	Employment Training and Education
FDR	Fast Delivery Reports provided to Courts pre-sentence, usually on the day
IPPF	Integrated Probation Performance Framework
LAA	Local Authority Agreement
LCJB	Local Criminal Justice Board
LSC	Learning and Skills Councils, regionally-based bodies now responsible for the provision of all learning and skills training for offenders
MAPPA	Multi-Agency Public Protection Arrangements. MAPPA provide the statutory framework for inter-agency co-operation in assessing and managing violent and sex offenders in England and Wales
MARAC	Multi-Agency Risk Assessment Conference
NOMS	National Offender Management Service
OASys	Offender Assessment System used by both Prison and Probation Services
Offenders	Those who have been found guilty of an offence and are subject to either custody or community sentences
OM	Offender Management
PPO	Prolific and Priority Offenders. A CDRP led initiative with Police, CPS, Prisons and Probation with LCJB coordination, working to effectively catch convict, monitor and manage offenders in the community or custody
PSRs	Pre Sentence Reports provided to the Courts after a period of adjournment
RIC	Remanded in Custody
ROM	Regional Offender Manager
SFOs	Serious Further Offences
SLA	Service Level Agreement
UPW	Unpaid work undertaken for the benefit of the local community and also called Community Payback
VfM	Value For Money

1. INTRODUCTION

Achieving Trust status will represent a major preoccupation for the Area during the first half of this financial year. It will require a significant transformation of our current strategic focus and operational structures in order to deliver even better performance with fewer resources. This Plan will concentrate on ensuring that the business of the organisation continues to be delivered and the organisation improves its efficiency and effectiveness whilst the transformational design for the Area is taken forward.

It is our expectation that the plan will be supplemented by a three year Strategic Business Plan and Organisational Development Plan that will form part of the Trust Application process.

Our Business Plan for this financial year of 2009/10 outlines the performance targets and objectives that this Area will be expected to achieve. The performance indicators detailed in Section 2: **Results** incorporate those targets which form the basis of our Service Level Agreement (Offender Management and Interventions) which has been negotiated and agreed with the Regional Offender Manager (ROM).

Section 3: **Business Improvement Priorities** incorporates a range of objectives that will improve local performance and underpin the delivery of the results. The Area has agreed a number of Service Progress Plans with the ROM and these have been included within this Section. The Area Plan also reflects the priorities and specific areas of work agreed at regional level by Probation Northwest (the five Probation Areas within the North West Region).

Our Area Mission is therefore to ensure and facilitate the delivery of the following statutory aims:

- ✓ Protection of the public
- ✓ Reduction in re-offending
- ✓ Rehabilitation of offenders
- ✓ Proper punishment of offenders
- ✓ Ensuring offenders' awareness of the effects of crime on victims of crime and the public

Priorities

The statutory aims for the National Probation Service, which determine our Mission Statement, also shape the five priorities contained within the National Probation Service Business Plan 2008/09. These are reproduced below and provide the structure for Section 3 of the Business Plan:

1. **Public Protection** – risk assessment quality, learning from SFOs (Serious Further Offences), Parole Reports etc.
2. **Reducing Re-offending** – Offender Management, Interventions, compliance, enforcement and partner involvement.
3. **Managing People** – Workforce planning, staff development, employee relations and reducing sickness absence.
4. **Diversity** – Ensuring compliance with equality legislation.
5. **Business Development** – Development of local commissioning, Best Value, VfM, unit costs.

European Foundation for Quality Management (EFQM) Model

Part of the Performance Management Framework for Cheshire Probation Area is based on the EFQM Excellence Model and the self-assessment process undertaken annually. The results of the Area self-assessment carried out in 2008 have highlighted the business improvement priorities that should be integrated in this Business Plan. These priorities were also identified in the most recent staff surveys and focus groups and therefore, these have been conflated into combined objectives for 2009/10. These are included within Section 3 of the Business Plan *Business Improvement Priorities* and their delivery will underpin Cheshire Area's commitment towards building business excellence in its structures and processes during 2009/10. The EFQM Model, through the process of annual self-assessment, provides the opportunity for year on year continuous improvement. Cheshire Area has also achieved the Investors in Excellence Award during 2007, which provided external recognition of the improvements which have been made.

PURPOSE, VISION AND VALUES

Cheshire Trust

NOMS Agency

STATEMENT OF PURPOSE

We work to protect the public and reduce re-offending by delivering the punishment and orders of the court and by helping offenders to reform their lives

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

VISION

An excellent organisation within a local criminal justice service trusted by the public to protect them from serious and persistent crime, reduce re-offending and rehabilitate offenders

As part of the wider justice service we will give the public confidence in our ability to protect the public and reduce re-offending

ORGANISATIONAL VALUES

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ✦ We believe public protection and the safeguarding of victims is paramount and overrides all other considerations ✦ We work to uphold and respect the dignity and worth of offenders and victims ✦ We will work against unlawful discrimination in service delivery and employee relations and will strive to gain the confidence of all sections of our local communities ✦ We believe, supported by research evidence, that offenders have the capacity to change their lifestyles and behaviours in order to lead crime-free lives ✦ We recognise and value the contribution of all staff to the purpose and development of our work locally, regionally and nationally ✦ We acknowledge and support the leadership qualities inherent in all staff and their capacity to embrace change, innovate and inspire others to achieve ✦ We support and encourage all staff to tackle performance issues and use scarce resources as effectively as possible by instilling a sense of pride in work well done | <ul style="list-style-type: none"> ▪ Be objective and take full account of public protection when assessing risk ▪ Be open, honest and transparent ▪ Incorporate equality and diversity in all we do ▪ Treat offenders with decency and respect ▪ Value and empower staff and work collaboratively with others ▪ Embrace change and innovation ▪ Use resources in the most cost effective way |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

2. RESULTS

Key Performance Indicators Offender Management & Interventions		Previous Performance ⁽¹⁾		Planned	Improve New Maintain
		Target	Achieved	Target	Status
INT04	Accredited Programme starts to meet eligibility criteria	70%	78%	80%	Improve
INT08	Number of offenders who find and sustain employment	180	373	192	Improve
INT09 ⁽³⁾ (NI144)	Percentage of offenders in employment at termination of their, order or licence (PSA16)	40%	46%	50%	Improve
INT11	Proportion of UPW offender days which are lost because of stand downs on the day	3%	2.8%	2%	Improve
INT13	Proportion of offenders completing Sex Offender Programme from those who commence	N/A	98%	80%	New
INT14	Proportion of offenders completing Domestic Violence Programme from those who commence	N/A	59%	67%	New
INT15	Proportion of offenders completing General Offending Programme from those who commence	N/A	63%	65%	New
INT16	Proportion of offenders completing Alcohol Treatment Requirement	N/A	91%	45%	New
INT17	Proportion of offenders completing Drug Rehabilitation Requirement	N/A	44%	47%	New
INT18	Proportion of offenders completing Unpaid Work Orders	N/A	75%	73%	New
OM01	PSRs completed within timescales set by the court (except OM02 below)	90%	99%	90%	Maintain
OM02	PSRs completed within 10 days for Magistrates' Court when offender in custody	90%	55%	90%	Improve
OM03	Resolve breaches of community Orders within 25 days of relevant failure to comply	60%	72%	65%	Improve
OM04	Licence recall requests to reach NOMS Post Release Section within 24 hours of the decision by the Offender Manager	90%	99%	90%	Maintain
OM05	Breach proceedings to take place within 10 working days of the relevant unacceptable failure to comply	90%	99%	90%	Maintain
OM07	Victims to be contacted within 8 weeks of an offender receiving 12 months or more for a serious sexual or violent offence	85%	⁽²⁾ 98%	90%	Improve
OM09	OASys initial assessments and reviews on Tier 4 offenders	90%	90%	90%	Improve
OM10	OASys initial assessments and reviews on PPO offenders	90%	83%	90%	Improve
OM11	OASys terminations in timescale for Tier 2 and 3 offenders	90%	73%	90%	Improve
OM12	OASys terminations in timescale for Tier 4 offenders	90%	70%	90%	Improve
OM13	OASys terminations in timescale for all PPO offenders	90%	77%	90%	Improve
OM14	OASys initial assessments and reviews for OM prisoners phase 2 and 3	90%	93%	90%	Improve
OM15	Parole Assessment reports to be on time	90%	91%	90%	Improve
OM16	OASys risk management plans to be completed within timescale	90%	78%	90%	Improve
OM17 ⁽³⁾ (NI143)	Percentage of offenders in settled and suitable accommodation at end of Order or Licence (PSA16)	70%	81%	75%	Improve
OM18	PPOs on licence for a trigger offence that has a drug testing condition inserted into their licence	90%	86%	90%	Improve
OM20	Orders and licences to be successfully completed	72%	74%	73%	Improve

OM21	Reduce the rate of re-offending	N/A	N/A	Below Predicted	New
OM31	Proportion of appointments attended by offenders in first 26 weeks of supervision	N/A	N/A	85%	New
IPPF01	Public Protection basket of National Standards	90%	93%	90%	Improve
IPPF02	Interventions basket of National Standards	90%	72%	90%	Improve
IPPF03	Offender Management basket of National Standards	90%	86%	90%	Improve

<i>Local Performance Targets including LAA Targets</i>		Previous Performance ⁽¹⁾		Planned	Improve New Maintain
		Target	Actual	Target	Status
Local 1	Completion of annual staff appraisals	90%	91%	95%	Improve
Local 2	Rates of occupancy in Approved Premises (a) Bunbury House (b) Linden Bank	90% 90%	71% 89%	90% 90%	Improve Improve
NI 18 ⁽³⁾	Reduce re-offending rates for Adults under probation supervision: (a) Cheshire West and Chester (b) Cheshire East	N/A N/A	8.7% 8.7%	8.2% 8.2%	New New
NI 30 ⁽³⁾	Reduce re-offending rates for Prolific and Priority offenders: (a) Cheshire West and Chester (b) Cheshire East (c) Halton (d) Warrington	N/A N/A N/A N/A	tbc tbc tbc tbc	19% 19% 19% 19%	New New New New
NI 32 ⁽³⁾	Reduce the number of repeat incidents of Domestic Abuse: (a) Cheshire West and Chester (b) Cheshire East (c) Halton (d) Warrington	tbc tbc tbc tbc	tbc tbc tbc tbc	tbc tbc tbc tbc	New New New New

<i>Corporate Targets</i>		Previous Performance ⁽¹⁾		Planned	Improve New Maintain
		Target	Actual	Target	Status
IPPF08	Staff sickness absence (to be less than) per annum	11.5 days	10.2 days	10.5 days	Improve
IPPF10	Budget Outturn (net outturn as a % of annual budget)	N/A	N/A	less 2.5% u/spend	New
IPPF14	Proportion of the workforce to be of Ethnic Minority (by April 2010)	N/A	2.1%	8.3% (Regional)	New
IPPF16	Community feedback (proposed beneficiary feedback)	N/A	N/A	tbc	New
IPPF18	Minority Ethnic data to be returned on time for: (a) Staff (b) Offenders	95% 95%	100% 99%	95% 95%	Maintain Maintain

Diagnostic Indicators (used for moderation purposes) and Priority Development Indicators ⁽⁴⁾

INT01	The number of accredited sex offender programme completions to be at least 31
INT02	The number of accredited domestic violence programme completions to be at least 115
INT03	The number of accredited offending behaviour programme completions to be at least 230 (excluding sex offender and community domestic violence)
INT05	Number of UPW completions to be at least 940
INT06	Number of Drug Treatment and DRR completions to be at least 70
INT07	The number of ATR completions in the community to be at least 40
INT12	The number of offenders starting a Drug Rehabilitation Requirement (DRR) to be at least 180
INT19	Number of offenders commencing education programmes (measurement under development)
INT20	Number of offenders achieving educational awards (measurement under development)
INT21	Eligible Programme completions (measure of efficiency)
INT22	Eligible Programme requirements (understanding what happens before start)
INT23	Number of Programme sessions delivered per quarter over total number of FTEs in the area programme team
INT24	The % of UPW hours worked by offenders in agency placements
INT25	The average group size of supervised UPW groups
IPPF16	Community Feedback (proposed beneficiary feedback)
IPPF17	Number of Best Value review completions
OM06	Cases reaching the six month stage without Breach Action being taken
OM19	Number of referrals to education providers to be no less than 809
OM26	OASys quality audit (measure under development)
OM27	Generic parole processes (measurement under development)
OM28	Sentence Requirements to be completed
OM29	Offender feedback (measurement under development)
OM30	Sentence Plan offender needs met outcomes (measurement under development/SBC work)
OM32	Victim feedback (measurement under development)
OM33	£40m plan performance (measurement under development)
OM34	Female offenders (evidence of meeting gender equality requirements)
OM36	Number of MAPPA offenders within each level of seriousness
OM37	Number of deaths in Approved Premises
OM38	Number of Oral and Fast Delivery Reports as a proportion of Pre Sentence Reports

Footnotes:

- (1) *All "previous performance" data is based upon the nationally published results contained within the framework of the IPPF (Integrated Probation Performance Framework) for the period April 08 – March 09 unless otherwise indicated.*
- (2) *Performance for contact with victims is for the period April-December 2008.*
- (3) *National Indicators and Local Authority performance targets (LAAs).*
- (4) *Diagnostic Indicators and Priority Development Indicators will not directly appear in the IPPF nor the SLA but may be used to moderate the overall performance of the Area in 2009/10 (not before Qtr3).*

3 BUSINESS IMPROVEMENT PRIORITIES

Cheshire Probation Area has identified its priorities for the year under the following five headings. These priorities will be taken forward and monitored through Service Level Agreements and Action Plans. Progress will be reported to the Area Probation Board quarterly.

1. **Public Protection:** Risk assessment quality, learning from Serious Further Offences, Parole Reports etc.
2. **Reducing Re-offending:** Offender Management, Interventions, compliance and enforcement.
3. **Managing People:** Workforce planning, staff development, employee relations and reducing sickness absence.
4. **Diversity:** Ensuring compliance with equality legislation.
5. **Business Development:** Development of local commissioning, Best Value, Value for Money, Unit Costs.

Priority 1: Public Protection: Risk assessment quality, learning from Serious Further Offences, Parole Reports etc.			
The key to Public Protection is good risk assessment and management. Risk can never be eliminated but we seek to reduce the level and likelihood of risk through effective offender management. The national strategy utilises the Approved Premises estate to accommodate High and Very High Risk of Harm offenders as a priority.			
No.	Objective	Action Required	Action Owner
1.1	Improve OASys practice	<ul style="list-style-type: none"> ▪ Timeliness of assessments to meet targets for all categories, and monitoring to be enhanced to ensure sustainability ▪ Risk management planning to receive priority focus 	JD/CEd
1.2	Achieve the highest standards of staff competence in risk management of offenders	<ul style="list-style-type: none"> ▪ Risk competence to be embedded in the new performance management process 	JD/CEd
1.3	Improve Safeguarding Children practice	<ul style="list-style-type: none"> ▪ Address gaps as identified in the self-assessment and external audit 	JD
1.4	Improve occupancy levels at Approved Premises	<ul style="list-style-type: none"> ▪ Ensure all appropriate referrals are made ▪ Develop a regime to sustain periods of residence without breach 	CEd

Priority 2: Reducing Re-offending: Offender Management, Interventions, Compliance and Enforcement

The Area remains committed to prioritising the protection of the public and reducing re-offending through effective offender management. The Cheshire Reducing Re-offending Delivery Plan (RRDP) sets the structure for partner collaboration with initiatives underway in the key areas of offender health, accommodation and employment.

No.	Objective	Action Required	Action Owner
2.1	Reduce the rate of Re-offending	<ul style="list-style-type: none"> ▪ Increase partnership work in support of re-offending ▪ Promote priority indicators within LAAs across Cheshire Probation Area ▪ Address emerging priorities from 'refreshed' Reducing Re-offending Delivery Plan 	CEd/JD
2.2	Develop a greater understanding of key stakeholder needs	<ul style="list-style-type: none"> ▪ Assess 'needs' and levels of satisfaction of victims of sexual and violent crimes ▪ Assess the satisfaction levels of offenders in Approved Premises ▪ Assess the satisfaction levels of beneficiaries of Community Payback scheme ▪ Survey current offenders to assess their engagement with supervision 	SEL
2.3	Develop a greater breadth of initiatives to enable more effective engagement with women offenders	<ul style="list-style-type: none"> ▪ Implement Cheshire Area Action Plan 	KT
2.4	Make a range of consistent treatment available to tackle alcohol related offending	<ul style="list-style-type: none"> ▪ Implement Area Alcohol Strategy 	KT

Priority 3: Managing People: Workforce planning, staff development, employee relations and reducing sickness absence

During 2008/09 the Area reviewed its Staff Performance Management procedures in consultation with Area managers. These will now be consolidated into practice following a series of training events. The Area will continue to work with staff side organisations and look to maintain good industrial relations.

No.	Objective	Actions Required	Action Owner
3.1	Implement the outcomes of the Regional Best Value Review of training and staff development	<ul style="list-style-type: none"> ▪ Contribute to regional action plan and transformational processes 	CPE
3.2	Provide managers with the skills and competence to lead and manage staff more effectively	<ul style="list-style-type: none"> ▪ Train all managers in a corporatively developed leadership model 	CPE
3.3	Ensure all managers and staff have a clear understanding of the skills required to perform their role	<ul style="list-style-type: none"> ▪ Develop competency based person specifications ▪ Incorporate skills requirements within the performance management framework 	CPE
3.4	Improve existing Reward and Recognition process to facilitate greater access by staff	<ul style="list-style-type: none"> ▪ Review Reward and Recognition Scheme 	CPE

Priority 4: Diversity: Ensuring compliance with equality legislation

Equality and diversity issues have continued as a priority area. In 2009 Cheshire sees the launch of Probation Areas first Single Equality Scheme, which has provided the opportunity to refresh the existing schemes in relation to Race, Gender and Disability, as well as incorporating new strands on Age, Sexual Orientation and Religion and Belief.

No.	Objective	Actions Required	Action Owner
4.1	Update and refresh a diverse range of activities including those related to race, gender, disability, age, sexual orientation and religion	Implement the Single Equality Scheme Action Plan	KT
4.2	Provide effective interventions to tackle racially motivated offending	Implement the Human Dignity Programme	KT
4.3	Collaborate regionally on the equality and diversity agenda	Formulate the sharing of joint resources with Merseyside Probation Trust	KT
4.4	Contribute to minimum data set responsibilities of Cheshire Criminal Justice Board	Ensure integration of regional and local information	KT

Priority 5: Business Development: Development of local commissioning, Best Value, Value for Money, Unit Costs

The Area has worked actively within the Region in support of the Business Development Unit and developing work in respect of Best Value. The Area will continue to collaborate regionally and will be actively engaged in developing structures and processes that support its achievement of Trust status.

No.	Objective	Actions Required	Action Owner
5.1	Development of local commissioning strategy	<ul style="list-style-type: none"> ▪ Strategy to be developed 	CEd/JD
5.2	Incorporate the outcomes from the Specifications, Benchmarking and Costings project into local operations	<ul style="list-style-type: none"> ▪ Manage demand for court reports (FDR/SDR) ▪ Implement a layered approach to OASys ▪ Implement Unpaid Work ratios for work party supervision ▪ Consider feasibility and cost savings of locating UPW offender management within interventions 	SEL CEd/JD KT KT/CEd/ JD
5.3	Implement the national Best Value Review programme	<ul style="list-style-type: none"> ▪ Deliver Best Value reviews to national timescales 	CPE
5.4	Develop a demand management strategy	<ul style="list-style-type: none"> ▪ Strategy to be developed 	SEL/JD/ KT

Strategic Management Team

SJC Steve Collett
 CPE Christine Evans
 CEd Chris Edwards
 SEL Sandra Link
 JD John Davidson
 KT Kim Thornden

All Action Owners are Strategic Managers. All can be contacted on 01244 394500.

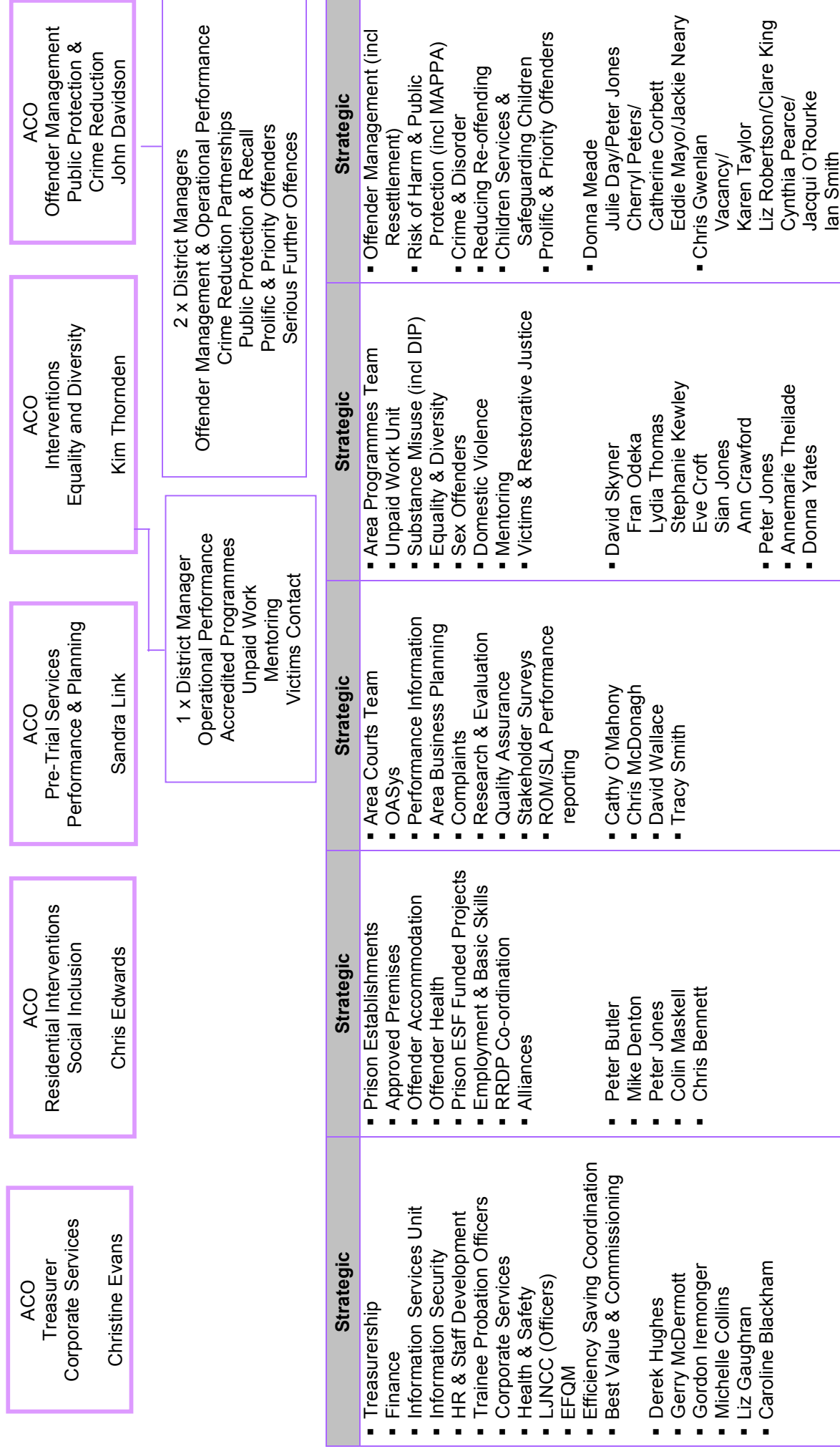
Annex 1: RESOURCE BUDGET 2009/10

	Main Resource Allocation £'000	Approved Premises Allocation £'000	Probation Training Allocation £'000	TOTAL £'000
<u>Employee Costs</u>				
Salaries	10747	971	252	11970
Other Staff Related Employees	394			394
Total	11141	971	252	12364
<u>Non Pay Costs</u>				
Contracted Support Services	120			120
Partnerships	648			648
Travel and Transport – Staff	250	5		255
NPD Recharge – Commercial Estate	1210			1210
NPD Recharge – Approved Premises		306		356
NPD Recharge – IT	262			262
NPD Recharge – Other	31			31
Non Cash Costs	100			100
Other Running Expenditure	613	45	28	686
Total Non Pay	3234	356	28	3618
<u>Income</u>				
Income	- 876	- 31		-907
TOTAL NET EXPENDITURE				
	13499	1296		15075

Annex 2: STAFFING 2009/10 (FULL-TIME EQUIVALENTS)			
	General Budget	Approved Premises	Prison Secondments
Chief Officer & Assistant Chief Officers	5.8		
District Managers	3.0		
Area Managers	30.3	1.0	1.2
Treatment Managers	1.0		
Deputy Managers	2.0	2.0	1.0
Administrative staff (HQ & Team)	81.8	1.0	0.78
Probation Officers	73.03		7.49
Probation Service Officers (PSOs)	82.31	5.0	10.6
Supervisors/Other	20.31	15.48	
Total	299.55	24.48	21.03
<i>Figures exclude Trainee Probation Officers</i>			

Annex 3: AREA CASELOAD 2007/08 AND 2008/09		
	2007/08 Apr-Mar	2008/09 Apr-Mar
Reports		
<ul style="list-style-type: none"> ▪ Standard Delivery Reports ▪ Fast Delivery Reports (including Oral Reports) 	2200 1361	2326 1700
TOTAL REPORTS DELIVERED	3561	4026
Community Commencements		
<ul style="list-style-type: none"> ▪ Community Rehabilitation Order and Accredited Programme ▪ Community Order and Accredited Programme ▪ Drug Rehabilitation Requirement ▪ Unpaid Work Requirement – Stand Alone ▪ Unpaid Work Requirement – Other ▪ Community Rehabilitation Order (no additional requirements) ▪ Community Order with Supervision – Stand Alone ▪ Community Order with Supervision, Unpaid Work and Accredited Programme ▪ Suspended Sentence Orders 	1 874 185 1007 247 10 267 100 870	2 514 200 1251 662 6 304 73 835
TOTAL NUMBER OF COMMUNITY ORDERS	3561	3847
Other Sentences		
<ul style="list-style-type: none"> ▪ Total number of custodial sentences following court reports ▪ Total number of fines / discharges following court reports ▪ Total number of fines / discharges 	1392 138 510	1132 246 508
Breach of Community Orders and Licence Recalls		
<ul style="list-style-type: none"> ▪ Number of community sentence breach cases ▪ Standard Licence Recalls 	1349 173	1322 153

Annex 5: ORGANISATIONAL CHART



**National Probation Service for England and Wales
Cheshire Area
Headquarters
Beech House
Park West
Sealand Road
Chester CH1 4RJ**

**Tel: 01244 394500
Fax: 01244 394507
Calls welcomed via Typetalk**

**Should you require this information in another language or format,
e.g. large-print, Braille, etc., please contact the Contracts Officer, details as above.**

Web: www.cheshireprobation.org.uk