



Ministry of
JUSTICE
National Offender
Management Service

Cheshire
Probation



Cheshire Probation Board

ANNUAL REPORT

2009/10

Contents

Introduction
The National Picture: National Offender Management Service (NOMS)	
Management Commentary Part 1: Operational and Performance Review	
A. Enablers	
Leadership
Policy and Strategy
People Management
Partnerships and Resources
Processes
B. Results	
Key Performance Indicators
Local Performance Targets and Results
Corporate Targets and Results
Diagnostic Indicators
C. Workload and Activity Statistics
D. Names of Board Members & Official Contact Address
Management Commentary Part 2: Financial Review and Remuneration Report	
1. Foreword to the Accounts	
Statutory Background
Accounts
Principal Activities
Pension Liabilities
Appointments
Public Interest
Management
External Accountability
Post Balance Sheet Events
2. Remuneration Report	
Appointments
Pension Benefits

3. Statement of Accountable Officer’s Responsibilities

4. Statement of Internal Control

5. Independent auditor’s report to the Members of Cheshire Probation Board
Opinion on the financial statements.....
Respective Responsibilities of Accountable Officer and auditors
Basis of audit opinion
Opinion

6. Conclusion on arrangements for securing economy, efficiency and effectiveness in the use of resources
Accountable Officer’s Responsibilities
Auditor’s Responsibilities.....
Conclusion
Certificate

Operating Cost Statement.....

Balance Sheet

Cash Flow Statement

Notes to the Accounts.....

Accounts Direction

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

Introduction

The National Picture: National Offender Management Service (NOMS)

1. Statement of purpose, vision and values of NOMS

Statement of Purpose

We work to protect the public and reduce reoffending by delivering the punishment and orders of the courts and by helping offenders to reform their lives.

Vision

As part of the wider justice service we will give the public confidence in our ability to protect the public and reduce reoffending.

Values

In delivering prison and probation services we will:

- 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
- value and empower staff, and work collaboratively with others
- treat offenders with dignity and respect
- embrace change and innovation
- use our resources in the most cost-effective way

2. About NOMS

The National Offender Management Service (NOMS) is an executive agency of the Ministry of Justice (MoJ). NOMS is responsible for delivering punishment of offenders in accordance with the sentences of the courts, providing a comprehensive, streamlined system to protect the public and reduce reoffending.

The agency was created in April 2008, bringing prison and probation services together to deliver a more efficient and effective end-to-end approach to offender management, in custodial and non-custodial settings.

NOMS delivers the sentences of the courts through providers including:

- 35 Probation Trusts providing probation services
- HM Prison Service
- private sector partners managing contracted out prisons
- contractors providing essential services including prisoner escort and electronic monitoring of offenders
- public and third sector partners including health, employment and training providers

- headquarters teams responsible for planning, securing resources, driving performance against agreed standards and providing national services where it is most cost-effective to do so

NOMS is accountable to the Ministry of Justice through the Director General, who also sits on the Ministry of Justice management board.

The agency operates a regional structure, with Directors of Offender Management in the English regions and Wales commissioning all custodial and non-custodial provision in each region (excluding high security prisons), ensuring that services are cost effective and appropriately targeted to meet the requirements of sentencers and the needs of offenders at a regional level.

Part 1: Annual Report

A. Enablers

Leadership *(how leaders develop and facilitate the achievement of the mission and vision, develop values required for long-term success and implement these via appropriate actions and behaviours, and are personally involved in ensuring that the management system is developed and implemented).*

This year has been an extremely challenging one for leadership within the organisation given the Area's determination to achieve Trust status. This has involved a collective commitment to modernising the organisation, re-writing its Vision, Mission and Values and ensuring that staff have been able to both contribute and comment on the strategic approach adopted to achieve Trust status. This has also involved the engagement of key partners including non-criminal justice as well as criminal justice agencies, to shape and support the Area's approach to its Trust application. The Area's leadership has therefore worked hard to ensure that the future direction of the organisation is aligned with those of its key partners in the delivery of services that protect the public and reduce re-offending.

As in previous years, the Board Chair and Chief Officer have met with all staff in a series of team briefings at the commencement of the planning to ensure that the key elements of the Business Plan for 2009/10 were understood and also that the timetable and the work required to achieve Trust status were known to staff. These briefings were followed up by further team briefings by the Chief Officer and relevant Assistant Chief Officer and District Manager at the half year stage. The importance of achieving *green star* status on the Integrated Probation Performance Framework was key to the success of our Trust application.

The Area was also able to achieve a significant move towards the new Trust structure through re-designing the existing Offender Management Units into four new Local Delivery Units (LDUs), coterminous with the four Unitary Authorities and Police Basic Command Units.

Underpinning much of this work has been the continuing commitment to the European Excellence Model as a means of developing the organisation in order to ensure that organisational delivery is maximised. The Area achieved the following awards during the year:

- North of England Excellence (Public Sector, 250 plus employees) - November 2009
- Investors in Excellence - December 2009
- Recognised for Excellence (RforE) 3* - January 2010

Policy and Strategy *(how the organisation implements its mission and vision via a clear stakeholder focused strategy, supported by relevant policies, plans, objectives).*

The Area has continued to review, update and refine the policies, strategies and procedures that underpin its operational delivery. This includes the impact assessment of all policies in line with requirements of the Single Equality Scheme.

Of particular importance during this year has been the refinement and development of stakeholder and offender surveys alongside a regime of internal inspections that assist the organisation to clarify stakeholder expectations.

The Area has undertaken significant work in developing the leadership skills of all its managers, as well as providing further training to all staff to ensure that their understanding of and skills in operating within an equal opportunities framework are clear.

Information Security

The Area has maintained its commitment to work towards the security standard BS7799 in order to ensure accredited network status is maintained.

Property Strategy

Following the development of an Area Property Strategy during 2009/10 opportunities to deliver on this are now being progressed. Critical to this is the acquisition of new premises in Cheshire East (Macclesfield). During the year improvements to both office facilities and the Approved Premises have been progressed providing better working conditions for staff and improved living conditions for Approved Premises residents.

People Management (to include compliance with new Health and Safety legislation) *(how the organisation manages, develops and releases the knowledge and full potential of its people at an individual, team-based and organisation-wide level and plans these activities in order to support its policy and strategy and the effective operation of its processes).*

The Area is committed to the development of staff within the organisation and has provided development opportunities to support the business aims of the organisation. The organisation is also committed to ensuring the welfare and safety of staff and other service users. To support this, the Area works closely with the trade unions and staff in the development of Health and Safety Policy and Practice in line with the National Offender Management Service (NOMS) requirements.

Diversity

The Area has continued its commitment to equality and diversity this year with excellent progress made against the actions identified in the Single Equality Scheme. The Equality and Diversity Action Group (EDAG) has continued to meet quarterly to drive and review the action plan with clear governance from the Diversity Panel.

Key achievements include the rollout of Challenging Discrimination training to all staff, the implementation of the Against Human Dignity Programme for Racially Motivated Offenders and a comprehensive interpreting package being made available to all staff. In addition, the Women Offenders' Action Plan has progressed with many achievements to date, including a full court report audit on women offenders, the identification of "Women Champions" in each of the Local Delivery Units and interventions functions and effective partnership with the Third Sector resulting in a successful bid to develop the Women's Centre in Halton to provide specialist interventions to women offenders in the local area.

The Area has continued its strong relationship with Cheshire, Halton and Warrington Race and Equality Centre (CHAWREC) organising a Black and Minority Ethnic Consultation Panel event in March 2010 and CHAWREC continued to be represented on the Diversity Panel. In addition, a Panel representative has also been secured from a local disability organisation.

Financial Arrangements

During the year the Area has maintained in-house financial systems with payroll provision purchased externally via a payroll bureau. Shared financial services with North Wales Probation Area remained in place during 2009/10. During 2010/11 the arrangements for North Wales will transfer into the All Wales Trust.

Information Technology Infrastructure

The Area continues to work in a consortium with North Wales Probation to deliver the Information Technology (IT) infrastructure and provide Help Desk facilities and IT training to both Probation areas.

Investor in People

Following a successful external assessment during 2009/10 the organisation has retained IiP status.

Managing Sickness Absence

As at 31 March 2010 the Area's performance on sickness was at 9.45 days per person per year. This is below the national target and represents a significant drop from the 10.21 days achieved last year. A focus on the management of sickness absence will remain a priority for the coming year.

Staff Development

A training plan for 2009/10 was produced and training was delivered in accordance with the plan. The Strategic Management Team will evaluate outcomes against objectives for key training events to ensure the training delivered meets business objectives.

Trade Unions

The Area is committed to working with the trade unions primarily through the framework of the Local Joint Negotiation and Consultative Committee (LJNCC).

Partnerships and Resources *(how the organisation plans and manages its external partnerships and internal resources in order to support its policy and strategy and the effective operation of its processes).*

The key focus for partnership development during 2009/10 has been the drive for Trust status along with the re-organisation of Local Government from a two tier County to two Unitary Authorities coterminous with the Police Basic Command Units. This has provided new energy and enthusiasm for developing and managing partnerships with a clear focus on public protection and reducing re-offending.

The Cheshire Criminal Justice Board has been key in co-ordinating and driving forward the Reducing Re-offending Strategy which now encompasses Local Authorities, the Voluntary Sector and our Criminal Justice partners in a targeted approach to Prolific and Priority Offenders and to the development of Integrated Offender Management, thus covering a greater group of problematic offenders.

Additionally, the introduction of the Sub-Regional Community Safety and Justice Commission has provided the additional impetus for managing services more efficiently across the sub-region. This has encouraged the development of policies and approaches that are uniform and consistent. At the local LDU/Local Authority level the introduction of National Indicators for reducing re-offending, coupled with the expected changes to legislation in relation to the statutory functions of Crime and Disorder Reduction Partnerships and the role of Probation, has meant that there is much greater focus on crime reduction strategies.

Courts

The Magistrates' Court sits in six locations across the county and the Crown Court is located predominantly in Chester and Warrington, with occasional listings taking place at Knutsford Crown Court. The Area deploys staff across all Court sites to ensure that Pre-Sentence reports are delivered on time to assist sentencers.

Drug Action Teams / Commissioning Groups

The Area has continued to enjoy strong working relationships with the Drug Action Teams (DATs) providing representation on all drug strategy and commissioning groups.

The past year has also seen strong performance once again in the Area's delivery of the Drug Intervention Programme (DIP) Throughcare and Aftercare service.

Drug Rehabilitation Requirements (DRRs)

DRR performance has continued to be high in 2009/10 and sustained the upward trend from the previous year.

Employment, Training and Education and Basic Skills

The Area places significant emphasis on improving the employment, education and training of offenders as this is a key pathway to reducing future offending. A range of providers work with the organisation in order to deliver a comprehensive range of interventions to improve the employment prospects of and to gain employment for offenders. Provision this year has been enhanced by the addition of the European Social Fund funded project 'Achieve North West', the project's key focus being to improve the employment prospects of offenders, working with offenders both in Prison and Through The Gate into the Community.

In terms of performance, the Area has evidenced its high level of performance in enhancing the education and training skills of offenders by exceeding targets in relation to referring, for starting and achieving accredited qualifications. As regards employment, there is clear evidence that offenders are securing, and sustaining, themselves in work - often with the organisation's assistance.

Prisons

The Offender Management model has now rolled out into Phase 3 encompassing indeterminate Public Protection sentenced prisoners. The roll out of the model has caused the Prison Service nationally to reconsider the role of Probation secondees. To date Probation staff have often taken on Offender Supervision of high risk and complex prisoners. There is now an expectation that Prison staff with developed expertise can also deliver this service, and Probation seconded staff will be required to offer added value in a peer consultant/trainer role. Probation secondees will continue to be integral to the supervision of offenders within Multi-Agency Public Protection Arrangements (MAPPA). Other core work such as Programme delivery and Parole Report preparation continue to be within the scope of seconded Probation staff in prisons.

Supporting People

Since local government reorganisation took place in April 2009, the Area has been represented on both the commissioning bodies and strategic groups in Cheshire East, Cheshire West and Chester, Halton and Warrington. This representation ensures offender accommodation need can be communicated and addressed by commissioners. The Probation Accommodation Unit function has been redesigned to provide a more local service in each office.

Youth Offending Teams

The Area continues to contribute to the staffing, funding and management of the Cheshire and the Halton and Warrington Youth Offending Teams. These teams supervise young offenders on Orders from the Court and licences from prison; provide restorative justice schemes which offer preventive measures and enable young offenders to pay back through service or reparation to victims or communities, and support parents in their care and supervision of children and young people who have been in trouble.

Processes *(how the organisation designs, manages and plans its policy and strategy and fully satisfies and generates increasing value for its customers and other stakeholders)*

Accredited Programmes of Intervention

The Area has continued to demonstrate strong performance across the range of accredited programmes and has met its annual completion target. The new Thinking Skills programme, replacing Think First, was successfully rolled out during the year and has become well established in the organisation. Although the demand for the General Offending Behaviour programmes is reducing, as reflected in next year's revised completion targets, the demand for Sex Offender and, in particular, Domestic Abuse programmes, continues to be steady.

The management structure for accredited programmes has been reviewed and revised this year. The new structure offers a leaner approach with more clearly designated areas of responsibility and management focus.

Approved Premises

The Area has continued to operate with two Approved Premises offering an enhanced level of monitoring and intervention for up to 44 male offenders at any one time. The focus of attention during this year has been in ensuring the correct staffing structures are aligned across both Approved Premises. Further attention has been given to developing and maintaining a range of purposeful activities to occupy residents' time. Positive outcomes have been achieved this year in terms of high levels of occupancy and a more stable population of residents across both Approved Premises.

Communications

The Area continues to strengthen its links with the local media and works closely with an external Public Relations company to further raise the profile of the organisation. This has resulted in extensive positive media coverage across the Cheshire, Halton and Warrington newspapers during 2009/10.

The Local Crime: Community Sentence (LCCS) project remained active during the year, involving pairs of Magistrates and Probation staff delivering interactive presentations to a range of community groups.

The Area's website, which has been re-designed, continues to provide topical and timely information.

Complaints

There is a clear and accessible complaints process which ensures all complaints are investigated thoroughly and fairly, within agreed timescales. During 2009/10, 27 complaints were investigated. The outcome from those complaints was as follows:

Outcome	Number
Complaint upheld	1
Complaint not upheld	26

No complaints were referred to the Ombudsman during the year.

Enforcement

The National Offender Management Service (NOMS) has a target to take enforcement action in accordance with the National Standard in 90% of cases where the offender has breached his/her order. To fully meet the standard, three activities must be achieved:

- breach action taken on or before a second absence assessed as unacceptable (third absence in licence cases);
- the Court contacted for a hearing date;
- all of this achieved within 10 days.

Enforcement performance for this year is above target at 99% and represents a significant achievement for the Area.

Managing Serious and Dangerous Offenders

All offenders under the management of the Area are assessed for the causes and nature of their offending and the risk of harm they pose to the community. In each case plans are implemented to apply measures which reduce the risk of re-offending and as far as is possible contain or prevent those offenders from further harm to people in the community.

Where offenders are assessed as high risk, closer oversight of behaviour takes place with frequent monitoring of that oversight by managers of the Area.

For the most dangerous offenders, Multi Agency Public Protection Arrangements (MAPPA) are in place. Under MAPPA the responsible authorities, namely Probation, the Police and the Prison Service and the duty to cooperate agencies, including Children and Adult Services, Housing, Youth Offending Teams, health providers and the Fire Service exist to create agreed plans on how to manage the risks these offenders pose.

Presiding over this activity is the MAPPA Strategic Management Board. This Board produces an account of its activities for each year in an Annual Report which can be found on the Area's website.

Serious further offences

Where an offender under the management of the Area commits a serious further offence, a senior manager from the organisation undertakes a thorough investigation of the management of that case to assess whether the case was managed appropriately and to learn lessons for the future.

Stakeholder Engagement

A high priority is given to obtaining the views of stakeholders and a number of surveys are conducted throughout the year and help to shape policies and practices. During the year views were sought from Magistrates, Victims, Community Payback beneficiaries, offenders and Approved Premises' residents.

The bi-monthly newsletter for all sentencers, introduced in 2008/09, continued to be produced during 2009/10 to improve communications and keep this key group of stakeholders informed of developments.

The results of all surveys are summarised in the Annual Business Plan.

Victims of Crime

The performance of the Victim Liaison Unit has once again been excellent this year, exceeding its target in relation to victim contact and achieving 100% on the Victim Satisfaction Survey.

Community Payback

Community Payback in the Area has been at the forefront for improving public confidence in the Criminal Justice System this year. A concerted effort has been made to raise the profile of Community Payback by promoting the scheme through various mechanisms such as promotional material, attendance at community engagement events and a revamped website page. The public have been encouraged to nominate projects and to assist this, a new "Community Payback Telephone Hotline" has been created. In addition, Community Payback has been made more visible with the vast majority of Cheshire projects using the high visibility orange jackets.

Performance has been very strong on Community Payback with all targets met and exceeded. The use of agency placements continues to be high and an increasing focus on community safety is beginning to result in more community safety orientated projects coming on stream. During 2009/10 Community Payback contributed 170,024 hours of labour to the local communities of Cheshire, Halton and Warrington.

B. 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

Local Performance Targets including LAA Targets		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

Corporate Targets		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%	100%	95%	Maintain
		95%	99%	95%	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).*



Reoffending Rate

Reduce Reoffending 5.9%

Public Protection

NS Public Protection	IPPF1	97.2%	↑
Parole Assessment Report Timeliness	OM15	100.0%	↑
Approved Premises Audit	IPPF3	29.0	
Licence Recall Requests	OMA4	98.6%	↑
Tier 2, 3 OASys Timeliness	OMS8	95.1%	↑
Tier 4 & PPO OASys Timeliness	OMS5	93.7%	
OM Phase 2 & 3 OASys Timeliness	OM14	93.7%	↔
Risk Mgmt Plan Timeliness	OM16	91.1%	↑
OMI Risk of Harm	IPPF4	65%	

Offender Management

NS Offender Management	IPPF3	92.5%	↑
Orders or Licences Successfully Completed	OM20	76.6%	↑
OASys Tier 2, 3, 4 & PPO Final Reviews	OMS9	92.5%	
Accommodation at Termination	OM17	86.1%	↑
Appointments Attended	OM31	94.4%	
End To End Enforcement	OMS3	77%	↔
Influencing Demand (incl. Corston)	OMS3	n/a	
Court Report Timeliness (excl. RIC)	OM1	99.0%	↔
RIC PSRs for Magistrates Courts	OM2	95.8%	↑
Enforcement	OMS5	99.4%	↔
Victim Contact	OM1	100.0%	↑
OMI Assessment and Sentence Planning	IPPF5	71%	

Interventions

NS Interventions	IPPF2	87.1%	↑
Sex Offender Programme Performance	INT1	103%	↓
Domestic Violence Programme Performance	INT2	103%	↔
Accredited OBP Performance (excl. SOTP & DV)	INT5	64.7%	↓
Accredited OBP Starts (Relevant Criteria)	INT4	89.9%	↑
ATR Performance	INT7	163%	↑
DRR Performance	INT11	48.9%	↑
Unpaid Work (Community Payback) Performance	INT8	78.5%	↑
UPW (Community Payback) Stand-downs	INT11	0.14%	↑
Sustained Employment	INT6	157%	↑
Employment at Termination	INT3	45.2%	↓
OMI Interventions	IPPF6	70%	

Operational Capability, Resource Use & Strategy

Sickness Absence	IPPF8	9.45	↑
Staff Diversity	IPPF4	2.5%	
Budget Outturn (Interim)	IPPF10	99.8%	
Audit Commission Results	IPPF11	4	
OMI Management Results	IPPF7	92%	

Key

Exceptional Performance	★
Good Performance	★
Requiring Development	★
Serious Concerns	★
General Improving Trend	↑
Generally Consistent	↔
General Downward Trend	↓

Management Information			
OASys Quality	OM16	n/a	
Generic Parole Process	OM27	72%	

What If Analysis

Click any indicator name to see specific performance and more info.
 The Reoffending Rate does not directly effect domain or overall grades - however it may be considered as information in the moderation process.

Management Information			
Victim Feedback	OM32	88%	
Sentence Delivery	OM38	n/a	
Offender Feedback	OM29 OM30	n/a	
Needs Met	OM30	n/a	

Management Information			
PPO Drug Testing Condition	OM18	88%	↕
Eligible Programme Referrals	INT28 INT21	91%	
Eligible Programme Completions	INT21	83%	
Educational Referrals	OM19	111%	
Educational Provider Commencements	INT19	371	
Educational Awards	INT20	13.9%	
DRR Starts	INT12	98%	↓

Management Information			
Female Offenders	OM34	n/a	
Best Value	IPPT17	n/a	
Community Feedback	IPPT16	n/a	
Programme Sessions	INT23	n/a	



C. Workload and Activity Statistics

AREA CASELOAD 2007/08 - 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

D. Names of Board Members and Official Contact Address

Board Members

Mr Leslie Robinson (Chair)
Mr Andrew Backhouse
His Honour Judge Stephen Clarke
Mr Stephen Collett (Chief Officer)
Michael Darby ⁽²⁾
Mr John Eccles
Cllr Myles Hogg ⁽²⁾ (retired from the Board 30 September 2009)
Ron Howarth ⁽¹⁾
Yvonne McLean ⁽²⁾
Jane Miller, JP
Mary Roberts ⁽²⁾

- (1) denotes Chair of the Audit Committee
(2) denotes member of the Audit Committee

Officers of the Board

Mr David Bryan (Deputy Secretary)
Mrs Christine Evans (Assistant Chief Officer/Treasurer)
Mr John Davidson (Assistant Chief Officer)
Mr Chris Edwards (Assistant Chief Officer) (seconded wef 1 December 2009)
Mrs Sandra Link (Assistant Chief Officer)
Mrs Marie Orrell (Assistant Chief Officer) (returned from secondment 1 February 2010)
Ms Kim Thornden (Assistant Chief Officer)

All the above can be contacted at:

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Beech House
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Sealand Road
Chester
CH1 4RJ

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Fax: 01244 294507
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Web: www.cheshireprobation.org.uk