

South Yorkshire Probation Area



SOUTH YORKSHIRE

Annual Business Plan

2006-07

Annual Business Plan 2006-07

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Introduction

The National Probation Service Business Plan sets out in detail the expectations for local Probation Areas and Boards, and is reflected in this South Yorkshire plan. The service delivered should be responsive to local communities and their diverse needs.

The main priorities for the South Yorkshire Probation Area 2006-07 are linked to the six national priorities in the NPS Business Plan:

- **Contribute to the development of NOMS;**
- **Protect the Public from Harm;**
- **Develop a new service delivery model;**
- **Implement the 2003 Criminal Justice Act;**
- **Implement the National Delivery Plan on Reducing Re-Offending;**
- **Ensure compliance with legislation and embed equality and diversity in the NPS.**

Our Annual Business Plan is a statement of the values we share, the work we face and the targets we must meet in 2006-07.

It sets out the key objectives and targets for the organisation over the next 12 months, and the key workstreams required to meet these obligations, while setting out the organisational context and challenges which we will face in 2006-07. The plan reflects the significant change agenda which continues to face the National Probation Service.

Central to that agenda is the split between Offender Management (OM) and Interventions work in all Probation Areas. This plan has been designed to reflect that split. There is a clear statement of the Area's OM and Interventions Strategies, while the relevance of each key workstream to these two areas is clearly stated where relevant.

Last year, the Area was particularly successful in its implementation of the initial stages of the Criminal Justice Act 2003, and this will continue in 2006-07 with the scheduled introduction of Custody Plus in November 2006. Potentially, this new sentencing provision could significantly increase the Area's workload.

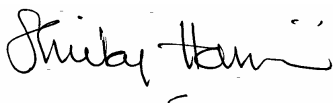
The plan also reflects continuing developments with regards to the National Offender Management Service. These include the first Service Level Agreements agreed between the Area and the Regional Offender Manager (ROM).

Above all it is vital that performance must be sustained and the significant improvements of recent years must be built on further in 2006-07.

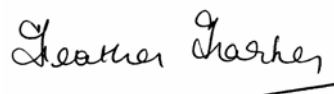
South Yorkshire Probation Area enjoys positive working relationships with local Sentencers at Crown and Magistrates Courts. In meeting the challenges for 2006-07 these relationships will be vital to sustain confidence in the Service, and successful implementation of the new legislation. There will be continued work with other key agencies, Crime and Disorder Reduction Partnerships and the Local Criminal Justice Board, in delivering on this plan.

This year's Business Plan yet again reflects a period of major change, and challenge. We must demonstrate that we are equal to that challenge and capable of managing this service on modern business lines in the new NOMS model. At the same time, we must maintain focus on performance both where targets are being achieved and where we still fall short.

South Yorkshire Probation Area is committed to delivering a quality service to victims, offenders, sentencers and partners and this Plan details how that is to be achieved in 2006-07.



Shirley Harrison
Chair of the Board



Heather Harker
Chief Officer

Mission Statement & Values

Mission Statement

‘The South Yorkshire Probation Area works with offenders to ensure their proper punishment and rehabilitation and to protect the public, ensure public safety and cut crime’

Values

The South Yorkshire Probation Area is committed to:

- **Working in partnership with others to protect the public, reduce the number of victims of crime and provide safer communities in which to live;**
- **Providing the highest possible standards of supervision of offenders within our role as a public protection agency;**
- **Working positively to achieve the rehabilitation of offenders;**
- **Treating all people with respect, dignity and fairness;**
- **Valuing diversity and achieving equality of opportunity for Probation Service staff and service users.**

Results

NPS Business Plan Objectives 2006-07

1. **Continue to contribute to the development of NOMS;**
2. **Work collaboratively with other criminal justice agencies to protect the public from harm;**
3. **Work with other criminal justice agencies and local Crime and Disorder Reduction Partnerships in England and Community Safety Partnerships in Wales to develop a new service delivery model;**
4. **Work with other criminal justice agencies, Judges and Magistrates to reduce re-offending by consolidating the implementation of the 2003 Criminal Justice Act with a particular focus on the new sentence of Custody Plus which will be introduced in November 2006;**
5. **Work with the Regional Offender Managers, the Prison Service and other agencies at a regional and national level to implement the Reducing Re-offending Action Plan;**
6. **Work with the Prison Service and other key agencies to ensure compliance with legislation embed quality and diversity in the NPS in its work with offenders and in its HR policies.**

Regional Reducing Re-Offending Action Plan

The national Reducing Re-Offending Action Plan fulfils the Government's commitment to reduce re-offending through greater strategic direction and cross-government working. Effective strategic partnerships at national, regional and local levels are necessary to reduce re-offending.

Within NOMS, offenders' services are to be commissioned at a regional level. The Regional Offender Managers (ROMs) will be responsible for the end-to-end management of offenders, and for delivering a regional framework for working together to reduce re-offending. The Yorkshire and Humberside Regional Reducing Re-Offending Action Plan sets out an agenda for regional action up to the end of March 2007.

South Yorkshire Probation Area is a major contributing partner to this Regional Reducing Re-Offending Action Plan, and this Annual Business Plan reflects this contribution. The delivery framework for the Action Plan is a series of nine pathways for the delivery of services and interventions to reduce re-offending.

The Nine Pathways

1. **Accommodation;**
2. **Education, Training and Employment;**
3. **Mental and Physical Health;**
4. **Drugs and Alcohol;**
5. **Finance, Benefit and Debt;**
6. **Children and Families of Offenders;**
7. **Attitudes, Thinking and Behaviour;**
8. **Prolific and other Priority Offenders;**
9. **Voluntary Sector and Community Sector Engagement.**

Key Performance Targets

National Priority 1 - Contribute to the development of NOMS

Measure	Description	Performance in 2005-06	Target in 2006-07
Performance Target 14	Average number of sick days per member of staff per year.	Nine days	Nine days (or less)

National Priority 2 – Protecting the Public from Harm

Measure	Description	Performance in 2005-06	Target in 2006-07
Performance Target 1	% of Risk of harm full analyses, risk management plans and OASys sentence plans on high / very high risk of harm offenders completed within 5 working days of the commencement of the order or release into the community.	84%	90%
Performance Target 2	% of victims to be contacted within 8 weeks of an offender receiving 12 or more months' imprisonment for a serious sexual or violent offence.	96%	85%

National Priority 3 – Develop a new Service Delivery Model

Measure	Description	Performance in 2005-06	Target in 2006-07
Performance Target 3	% of risk of harm screenings / full analyses (as appropriate) and OASys sentence plans completed on Prolific and other Priority Offenders (PPOs) within five working days of the commencement of the order or release into the community.	83%	90%

National Priority 4 – Implementing the 2003 Criminal Justice Act

Measure	Description	Performance in 2005-06	Target in 2006-07
Performance Measure 1	% of court reports to be Fast Delivery Reports.	30%	40%
Performance Measure 2	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).	N/a	(target % to be determined as for PT 7 above)
Performance Measure 3	Compliance: the average number of acceptable failures to attend appointments in orders and licences during the first 26 weeks.	N/a	(target % to be determined as for PT 7 above)
Performance Measure 4	Compliance: the proportion of orders and licences that terminate successfully.	N/a	(target % to be determined as for PT 7 above)
Performance Target 4	% of PSRs to be completed within the required time, i.e. <ul style="list-style-type: none"> • On the day requested for fast delivery PSRs to magistrates' courts; • 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; • By the date set by the commissioning court for Crown Courts. 	99%	90%
Performance Target 5	Successful completions of Unpaid Work.	1,405	1,443
Performance Target 6	Initiate breach proceedings in accordance with National Standards within 10 working days in % of cases.	89%	90%
Performance Target 7	Compliance: the proportion of arranged appointments which the offender attends in the first 26 weeks.	N/a	(target % to be determined after quarter 1 results become available)

National Priority 5 – Implementing the National Delivery Plan on Reducing Re-offending

Measure	Description	Performance in 2005-06	Target in 2006-07
Performance Measure 5	Accommodation: to be determined.	N/a	(target % to be determined as for PT 7 above)
Performance Measure 6	Offenders placed into employment which is retained for four weeks	N/a	360
Performance Measure 7	Number of DTTO / DRR commencements.	435	479
Performance Measure 8	% 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 two working days.	a) 96% b) 96%	90%
Performance Measure 9	% of offenders starting an accredited programme out of the total number of programme requirements.	N/a	Not in weighted scorecard
Performance Measure 10	% of offenders completing an accredited programme out of the total who attend the first session.	72%	Not in weighted scorecard
Performance Target 8	Number of Skills for Life starts.	1,206	1,438
Performance Target 9	Offenders placed into employment	N/a	449
Performance Target 10	Number of successful DTTO / DRR completions.	122	144
Performance Target 11	Number of accredited programme completions.	494	551

National Priority 6 – Ensure compliance with legislation and embed equality and diversity in the NPS

Measure	Description	Performance in 2005-06	Target in 2006-07
Performance Target 12	Regionally set employment targets for minority ethnic staff.	7.2%	5.1%
Performance Target 13	% of ethnic monitoring data on staff and offenders returned on time and using the correct (Census 2001) classifications.	97%	95%

European Excellence Model

The European Excellence Model is an organisational model for self-assessment, which has been identified by Government as the key self-assessment tool for public sector organisations. It is intended to help promote a process of continuous improvement and to demonstrate the ability of organisations to manage change and deliver services, which are more effective and offer improved value for money.

Using a generic framework of nine criteria – leadership, policy and strategy, people, partnerships and resources, processes, customer results, people results, society results and key performance results – EEM allows an organisation to assess whether it is doing the right things and getting the right results. The criteria, which deal with cause, are known as enablers and those, which deal with effect, are known as results. These are collated once a year, using the self-assessment process to collate an aggregated score.

Measure	Performance in 2005-06	Target in 2006-07
EEM Score	268	350

Service Level Agreement

In addition to the key performance targets set by the National Probation Directorate, in accordance with the national business plan objectives, South Yorkshire Probation Area will also be measured against two Service Level Agreements (SLAs) agreed with the Regional Offender Manager (ROM).

From 2007-08, SLAs will be directly linked to the funding and budget allocation areas when responsibility for setting these passes to the ROM. There are two Service Level Agreements – one for Offender Management and one for Interventions. Common to both SLAs are sections dealing with funding and performance.

Offender Management SLA

- **Pre-sentence assessment;**
- **Allocation of cases;**
- **Commencement of sentence;**
- **Sentence planning;**
- **Implementing the sentence;**
- **Enforcing the sentence;**
- **Monitoring, review and evaluation;**
- **Motivating the offender;**
- **DTTOs / DRRs;**
- **Intensive programmes for PPOs;**
- **Reinforcing the impact of interventions.**

Interventions SLA

- **Education, training & employment (including Skills for Life / Basic Skills);**
- **Unpaid Work;**
- **Accredited programmes;**
- **Approved Premises;**
- **Other activity requirements.**

Approach

Offender Management & Interventions

South Yorkshire Probation Area began preparations for the implementation of the Offender Management Model in December 2005. The first phase of the implementation will be completed in May 2006.

This first phase has seen the restructuring of service delivery units in all four divisions into Offender Management Units (OMUs). This has meant a reconfiguration of previous functional teams, i.e. resettlement, community supervision into more generic staff groupings in order to take forward the principles of offender management providing continuity of service to offenders. A conscious decision was taken at the outset not to include the assessment function, i.e. courts, at this stage and that will be an area of work to be undertaken in the coming year.

With the introduction of the two Service Level Agreements (SLAs), one for offender management and one for interventions, the Area is now required to separate out those functions of service delivery which fall to interventions and offender management. Essentially therefore, the interventions SLA will refer to approved premises, groupwork programmes, the placement of offenders on unpaid work, and partnership work.

South Yorkshire has implemented an intensive support offender management unit in each division; within these the staff groups are dedicated staff who work with PPO and DRR offenders. The retention of this focus has been prompted by direction from the centre, and an exhortation not to dismantle previous specialist teams working in these areas given the level of multi-agency working.

In addition to taking forward the implementation of offender management and the development of an interventions strategy throughout 2006-07 there will be significant attention paid to the implementation of Custody Plus. This will see the development of offender management in the custodial setting. There are plans to take this work forward, with custodial institutions to make offender management a reality.

Much of the impetus for this work will be undertaken at regional level. This next phase of development is critical in terms of taking forward and maximising work already undertaken in the delivery of end to end offender management.

The implementation of offender management has brought with it a significant demand for training for all staff across the county. If offender management is to be effective in terms of outcomes it needs to be supported with appropriate training, and this is likely to be extensive and ongoing throughout 2006-07.

There will be opportunities to take advantage of regional training but in addition to that, the South Yorkshire Training Plan 2006-07 has identified the ongoing implementation of offender management and interventions as a significant priority, together with the need to provide appropriate training resources in order to ensure successful implementation.

Paul McMullan (Director of Operations)

Supporting Our Work

Budget

The resource allocation delegated to South Yorkshire Probation Area by the National Probation Directorate (NPD) for 2006-07 is £23,892,000. This includes an assumed Performance Bonus of £633,000 earned in respect of performance against key targets during 2005-06. The bonus will be confirmed by the NPD during the first quarter of the 2006-07 financial year.

The allocation represents a 6.1% uplift in resources, on a like for like basis, compared to 2005-06. However there are increased financial commitments to be met from this allocation, the implementation costs of Custody Plus and the employment costs of the cohort of trainee probation officers qualifying in autumn 2006 for instance.

Two Service Level Agreements (SLAs) have been signed with the Regional Offender Manager for 2006-07. These require the overall South Yorkshire Probation Area budget to

be split between the offender management and interventions functions. The initial budgets are:

- **Offender Management** **£16.9m** **(71%)**
- **Interventions** **£7m** **(29%)**

Brian Kerlake (Director of Finance & Partnerships)

Communications Strategy

The Area's Communications Strategy for 2005-06 will reflect the priorities identified in this year's business plan. There will be separate strategies for Offender Management and Interventions, including one for Unpaid Work. The three priorities of the main strategy are:

- **External Communications;**
- **Internal Communications;**
- **Stakeholder Communications.**

The Offender Management Communications Strategy will concentrate on building public confidence and awareness around public protection and the Probation Service's ability to manage risk as part of the Area's contribution to MAPPAs (Multi-Agency Public Protection Arrangements), and supporting internal initiatives to improve service delivery.

The Interventions Communications Strategy will concentrate on embedding the visibility of Unpaid Work through the Community Payback branding, and maintaining recent performance improvements on accredited programme completions by continued support to the Group Programmes Division's marketing initiatives aimed at staff and sentencers.

The Area also has a Joint Sentencer Communications Strategy for 2005-07, agreed with Her Majesty's Court Service and the four Magistrates' Bench Chairs. With the move to contestability and Service Level Agreements, more attention will need to be given to targeted communications for other key stakeholders.

Jack Tarr (PR & Communications Manager)

Diversity Strategy

The Area's Diversity Strategy aims to build an organisation that respects individuals regardless of race, colour, gender and disability.

The main priorities for 2005-08 are the publication and continued implementation of the Area's Race Equality Scheme, both internally and externally; the implementation of new policies on hate crime and racially motivated offending; the implementation of policies and new offending behaviour programmes for women's offending and domestic violence, and our contribution to the Area's Safeguarding Children Boards.

Heather Harker (Chief Officer)

Human Resources Strategy

The Area's Human Resources Strategy is about having the right people in the right place with the right skills with the aim of reducing re-offending and increasing public protection. We aim to be the champions of a diverse, fair and ethical organisation where all are treated with dignity and respect in an environment which values effectiveness and cares for staff.

Rosemary Brown (Assistant Chief Officer – Human Resources)

Information & Technology Strategy

The Area's Information Technology (IT) Strategy for 2006-07 will centre on preparation for the successful implementation of C-NOMIS, the next generation case records system, and the new Workload Measurement Tool.

C-NOMIS implementation will be a major undertaking for the Probation and Prison Service, with South Yorkshire scheduled for 2007-08 in the national rollout programme to coincide with the Area's prisons. Data cleansing, training and communication will be the main tasks of an implementation group drawn from across divisions and different grades of staff.

Implementation of the new Workload Measurement Tool is work currently in progress, and is being done in consultation with trade union representatives. A revised South Yorkshire Workload Agreement will be key to the introduction of this new system.

David Thomas (Assistant Chief Officer – Performance)

Property Strategy

The Area hopes to operate from premises which are safe and fit for purpose. In particular, it seeks to replace its premises in Barnsley with a more modern building from which it can protect the public more effectively. It needs to adapt the building stock used for Unpaid Work to enable more efficient delivery of the requirements of the Criminal Justice Act 2003. These changes consume much time and effort, and require close liaison with our local communities.

Julian Fox (Board Secretary)

Training Strategy

The Area aims to create a development & training environment which promotes inclusive services, supports performance & change management, facilitates continuous professional development and provides opportunities for development and enrichment.

Rosemary Brown (Assistant Chief Officer – Human Resources)

Deployment

Key Workstreams

Offender Management

1. Custody Plus Implementation;
2. Management of Risk;
3. Offender Management Implementation;
4. Victims;

Interventions

5. Interventions;
6. Partnerships & Contracted Services;

Supporting Our Work

7. Business Development;
8. Diversity;
9. C-NOMIS Implementation;
10. Workload Measurement Tool Implementation.

1. Custody Plus Implementation

Lead Officer:	Julian Fox (Board Secretary)
OM / Interventions / Support:	Offender Management / Interventions
Objective:	To implement Custody Plus in all South Yorkshire Courts in accordance with legislation.
Results:	
<ul style="list-style-type: none"> • NPS Business Plan Objective 4; • Offender Management SLA. 	
Approach:	
Policies, Practice Instructions & Strategies:	Will follow guidance to be issued by NPD.
Deployment:	
<ul style="list-style-type: none"> • Train staff; • Liaise with courts; • Implement according to the will of Parliament. 	
Assessment & Review:	
<ul style="list-style-type: none"> • Business Risk 9; • Other review procedures to be built in as part of implementation. 	
Diversity Implications:	The Area will need to monitor its caseload to ensure that PSR authors apply principles of equality in their proposals to courts, and that sentences are passed appropriately.
Staffing & Training Implications:	<p>Custody Plus is likely to lead to significant increases in workload that may well lead in due course to a need for more staff.</p> <p>There will also be a large initial training requirement for all operational staff and for some support staff.</p>

2. Management of Risk

Lead Officer:	Marion Wright (Assistant Chief Officer, Offender Management)
OM / Interventions / Support:	Offender Management
Objective:	To improve the quality and timeliness of risk assessment, risk management plans and sentence plans.
Results:	
<ul style="list-style-type: none"> • NPS Key Priority 2; • Performance Target 1, 3; • Offender Management SLA. 	
Approach:	
Policies, Practice Instructions & Strategies:	Update Public Protection Policy; Update MAPPA Guidance; Issue Practice Instruction in relation to divisional OASys developments; Offender Management Communications Strategy.
Deployment:	
<ul style="list-style-type: none"> • Develop Divisional OASys Quality Assurance arrangements; • Undertake four themed Area-wide OASys audits in 2006-07; • Deliver risk of harm training when available; • Provide sentence planning briefings to all offender managers in 2006-07; • Provide MAPPA training to all offender managers; • Implement ViSOR (Violent & Sex Offender Register database) when available. 	
Assessment & Review:	
<ul style="list-style-type: none"> • Business Risk 4, 5. 	
Diversity Implications:	The Area will need to consider the Assistive Technology (AT) implications for ViSOR. There will be a themed OASys audit to consider BME offenders. Offender Managers are required to consider issues of equality and impact of possible discrimination when undertaking assessments and planning.
Staffing & Training Implications:	Additional resource will be required to deliver risk of harm training. Divisional staff will be required to undertake the four OASys audits. ViSOR is likely to require an increase in staffing resource, although the details of any commitment are not yet available. There are training implications for all offender managers with regards to risk of harm training, sentence planning briefings and MAPPA training.

3. Offender Management Implementation

Lead Officer:	Shelly Scott (Assistant Chief Officer, Offender Management Implementation)
OM / Interventions / Support:	Offender Management
Objective:	To provide a consistent approach to the implementation of the Offender Management Model (OMM).
Results:	
<ul style="list-style-type: none"> • NPS Business Plan Objective 3; • Performance Target 1, 3, 6, 7; • Performance Measure 2, 3, 4; • Offender Management SLA; • National Offender Management Model; • National Standards 2005. 	
Approach:	
Policies, Practice Instructions & Strategies:	Strategy for the implementation of OMM; Offender Management Policy; Practice Instruction – Offender Management Tiering Principles; Practice Instruction – Allocation within the OMM.
Deployment:	
<ul style="list-style-type: none"> • Phased implementation; • All offenders assigned to a tier; • Reorganisation into Offender Management Units; • Implementation of Workload Measurement Tool. 	
Assessment & Review:	
<ul style="list-style-type: none"> • Business Risk 2, 4, 5; • Initial 6 month review in each Division; • Review of Policy within two years of implementation. 	
Diversity Implications:	Offender Managers are required to apply principles of equality, valuing diversity and discriminatory practice in Offender Management.
Staffing & Training Implications:	Offender Management Developmental SPO & OM training. SYPA OM Training Plan.

4. Victims	
Lead Officer:	Marion Wright (Assistant Chief Officer, Offender Management)
OM / Interventions / Support:	Offender Management / Interventions
Objectives:	<p>To improve quality of victim awareness work undertaken with offenders.</p> <p>To develop Multi-Agency Risk Assessment Conferences (MARACs) with police and children’s services in order to agree victim safety plans.</p>
Results:	
<ul style="list-style-type: none"> • NPS Business Plan Objective 2; • Performance Target 2. 	
Approach:	
Policies, Practice Instructions & Strategies:	<p>Victim Policy & Strategy (to be updated);</p> <p>Multi-Agency Protocol in relation to MARACs (to be developed);</p> <p>Practice Instruction in relation to Victim Code of Practice.</p>
Deployment:	
<ul style="list-style-type: none"> • Provide victim awareness briefings and victim awareness resources pack; • Provide divisional briefings / training or equivalent to inform staff about victim contact, and include in Area Training Plan. • Revise victim contact database; • Issue a Practice Instruction in relation to Victim Code of Practice and expectations of staff in relation to victim contact; • Undertake an audit of victim awareness work undertaken by Offender Managers (OMs) / Remedi and feedback findings for Offender Managers; • Commission training event and resource pack for Offender Managers from Remedi in relation to raising offender victim awareness; 	
Assessment & Review:	
<ul style="list-style-type: none"> • None. 	
Diversity Implications:	OMs are expected to apply principles of equality, diversity and non-discriminatory practice when working with offenders on victim issues. The Victim Contact Unit (VCU) will need to consider diversity when communicating with victims. All training is to be delivered within principles of equality and diversity.
Staffing & Training Implications:	Time will need to be made for staff to deliver and attend briefings. There are training implications for all OM staff with regards to victim awareness briefings, divisional briefings and victim contact training.

5. Interventions

Lead Officer:	Graham Jones (Assistant Chief Officer, Interventions)
OM / Interventions / Support:	Interventions
Objective:	To provide effective interventions that meet the requirements of the Interventions SLA and key performance targets set for the Area.
Results:	
<ul style="list-style-type: none"> • NPS Business Plan Objective 5; • Regional Reducing Re-Offending Action Plan; • Performance Target 5, 8, 9, 10, 11; • Performance Measure 5, 6, 7, 8, 9, 10; • Interventions SLA. 	
Approach:	
Policies, Practice Instructions & Strategies:	Unpaid Work Strategy; Programmes Strategy; Interventions Communications Strategy;
Deployment:	
<ul style="list-style-type: none"> • Establish Unpaid Work Division; • Introduce new accredited programme for women's offending; • Contribute to regional approach for Approved Premises; • Work closely with partnership agencies responsible for employment, training and education service provision, and drugs. 	
Assessment & Review:	
<ul style="list-style-type: none"> • Business Risk 6. 	
Diversity Implications:	The Unpaid Work Division Annual Business Plan recognises the need for this area of work to be more visible and active in diverse communities within South Yorkshire. All Interventions must meet diverse needs and deliver to the diverse communities we serve.
Staffing & Training Implications:	The new Unpaid Work Division entails the creation of new posts at management level, and different roles for some established staff. There are training implications for staff who will deliver the women's programme within Group Programme Divisions.

6. Partnerships & Contracted Services

Lead Officer:	Brian Kerslake (Director of Finance & Partnerships)
OM / Interventions / Support:	Offender Management / Interventions
Objective:	To build on foundations laid for effective management, and expansion, of partnership arrangements for delivering interventions and other agreed services within the Area.
Results:	
<ul style="list-style-type: none"> • NPS Business Plan Objective 1, 3,.5; • Regional Reducing Re-Offending Action Plan; • Interventions SLA; • NPD 5% expenditure target (% of budget to be spent with voluntary, community and private sectors). 	
Approach:	
Policies, Practice Instructions & Strategies:	A local commissioning and engagement approach, and requirements, to be developed in light of emerging national and regional frameworks.
Deployment:	
<ul style="list-style-type: none"> • Achieve 5% expenditure target for work delivered by partnership schemes within Area; • Prioritise activities within Reducing Re-Offending Pathways; • Appoint Commissioning Manager; • Contribute to Regional Step Change Initiative; • Take advantage of other regionally funded initiatives; • Look at opportunities for seconding existing staff into partnership organisations; • Build and develop existing dialogue through local Partnerships Forum; • Contribute to partnership initiatives at local, regional and national level. 	
Assessment & Review:	
<ul style="list-style-type: none"> • Business Risk 1, 2, 3, 5, 6, 8. 	
Diversity Implications:	There is a need to develop specific provision to meet the needs of BME and female offenders in particular.
Staffing & Training Implications:	Consideration will have to be given to the implications of secondments. Relevant staff will need training in business development techniques and approaches.

7. Business Development

Lead Officers:	Chair of Board. Heather Harker (Chief Officer), Brian Kerslake (Director of Finance & Partnerships) & Paul McMullan (Director of Operations)
OM / Interventions / Support:	Offender Management / Interventions / Support
Objective:	To prepare the organisation for contestability through successful joint working with other Areas and local partners / stakeholders.
Results:	
<ul style="list-style-type: none"> • NPS Business Plan Objective 1; • Regional Reducing Re-Offending Action Plan; • Key Performance Targets; • Offender Management SLA; • Interventions SLA. 	
Approach:	
Policies, Practice Instructions & Strategies:	There will be a requirement to develop business practices within South Yorkshire Probation Area. In particular our local commissioning and engagement approach, and requirements, to be developed in light of emerging national and regional frameworks.
Deployment:	
<ul style="list-style-type: none"> • Appoint Commissioning Manager; • Contribute to Regional Business Development Board & Contestability Team; • Be responsive to Regional Offender Manager's requirements for region and area. 	
Assessment & Review:	
<ul style="list-style-type: none"> • Business Risk 1, 2, 3, 5, 6, 8. 	
Diversity Implications:	Any initiative will consider any adverse impact from outputs and outcomes, to ensure business is developed in a non-discriminatory context and delivered in a manner befitting an inclusive approach.
Staffing & Training Implications:	It is difficult to identify all the staffing and training implications at this stage, but they will be an ongoing consideration. Consideration will have to be given to the implications of secondments. Relevant staff will need training in business development techniques and approaches.

8. Diversity	
Lead Officer:	Heather Harker (Chief Officer)
OM / Interventions / Support:	Support
Objective:	To build an organisation that respects individuals regardless of race, colour, gender and disability.
Results:	
<ul style="list-style-type: none"> • NPS Business Plan Objective 6; • Performance Target 12, 13. 	
Approach:	
Policies, Practice Instructions & Strategies:	Diversity Strategy; Race Equality Scheme; Racially Motivated Offending Policy.
Deployment:	
<ul style="list-style-type: none"> • Publicise Race Equality Scheme and continue to implement; • Implementation of new policy on hate crime and racially motivated offending; • Implementation of policy and offending behaviour programmes for women's offending and domestic violence; • Contribute to Safeguarding Children's Board. 	
Assessment & Review:	
<ul style="list-style-type: none"> • Business Risk 3, 6. 	
Diversity Implications:	The Area's Diversity Strategy and Race Equality Scheme underpin the delivery of all other aspects of the Area's work.
Staffing & Training Implications:	There are training implications for all staff with regards to the new policies on hate crime, racially motivated offending, women's offending and domestic violence.

9. C-NOMIS Implementation

Lead Officer:	David Thomas (Assistant Chief Officer, Performance)
OM / Interventions / Support:	Offender Management & Support
Objective:	To commence preparation for C-NOMIS implementation in 2007-08.
Results:	
<ul style="list-style-type: none"> • NPS Business Plan Objective 1. 	
Approach:	
Policies, Practice Instructions & Strategies:	None.
Deployment:	
<ul style="list-style-type: none"> • Draw up data cleansing plan, communicate and implement; • Set up area C-NOMIS implementation group; • Work with regional colleagues to ensure implementation and learning is co-ordinated. 	
Assessment & Review:	
<ul style="list-style-type: none"> • Business Risk 10. 	
Diversity Implications:	Assistive Technology compatibility built into application at centre prior to delivery.
Staffing & Training Implications:	<p>Additional resource required for comprehensive data cleansing.</p> <p>Project co-ordinator post required.</p> <p>Internal trainers required to work with national training team.</p> <p>All staff require up to three days training in 2007-08.</p>

10. Workload Measurement Tool Implementation

Lead Officer:	David Thomas (Assistant Chief Officer, Performance)
OM / Interventions / Support:	Offender Management & Support
Objective:	To implement National Workload Measurement Tool by 1 July 2006.
Results:	
<ul style="list-style-type: none"> • NPS Business Plan Objective 1. 	
Approach:	
Policies, Practice Instructions & Strategies:	Revise SYPA Workload Management Agreement.
Deployment:	
<ul style="list-style-type: none"> • Cross-grade Area-wide Implementation Group; • Agree timings & scope to be used in local version of WMT; • Communication via e-mail, team briefings and divisional demonstrations; • Devise and implement clear processes for use and updating; • Phased implementation of tool across divisions. 	
Assessment & Review:	
<ul style="list-style-type: none"> • Business Risk 3. 	
Diversity Implications:	Assistive Technology compatibility built in.
Staffing & Training Implications:	<p>No additional staffing requirements.</p> <p>Two IT administrators / trainers to be trained.</p> <p>All field division operational staff and administrative managers to receive ½ day training.</p>

Assessment & Review

Top Ten Business Risks

Business Risks	Risk Owner
1. Budget	Brian Kerslake
2. Restructuring to deliver service within the National Offender Management Model	Heather Harker
3. Staff Management	Paul McMullan
4. High Risk Offenders / Serious Further Offences	Paul McMullan
5. Failure to deliver Offender Management SLA Targets	Marion Wright
6. Failure to deliver Interventions SLA Targets	Graham Jones
7. Premises (both Commercial and Approved)	Julian Fox
8. Preparation for Contestability	Brian Kerslake
9. Criminal Justice Act	Julian Fox
10. Preparation for C-NOMIS	David Thomas



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