

# South Yorkshire Probation Area



SOUTH YORKSHIRE

## Annual Business Plan Summary 2008-09

# We are a top performer!

**The year 2007-08 was one of impressive and sustained performance improvement against our targets.**

We start this year, thanks to everybody's hard work, from a secure basis on which we can build with confidence.

The immediate financial difficulties have receded, thanks to the cash injection into the probation service of £40m by the Government, but, to continue to have confidence for the future, we must make sure we get the best value we can from all the work we do.

We must make sure we are doing the right things in the right, most cost effective way, whatever our roles and responsibilities.

**We need to demonstrate we are making a difference with offenders**

In particular during 2008-09 we need to start improving the ways we demonstrate the difference we can make to the lives of the offenders with whom we work.

We need to ensure that we:

- 1. assess carefully and fully the needs of our offenders;**
- 2. that we plan our work in ways that are realistic, achievable and measurable;**
- 3. that we do what we say we will do - and record it as we do it; and,**
- 4. that we check to make sure we have had an impact and that the offender feels we have had a positive effect on his or her life.**

If we do all this the quality of our work and our commitment to making South Yorkshire a safer place to live will shine through, and will demonstrate our continuing worth in the years to come.

Handwritten signature of Roz Brown in black ink.

**Chief Officer**



**Roz Brown**  
Chief Officer



**Peter Smith**  
Board Chair

## Our Mission Statement

The South Yorkshire Probation Area manages the punishment and rehabilitation of offenders under orders laid down by the Courts to protect victims and the general public and reduce re-offending.

## Our Key Priorities

- 1. Protecting the public from harm;**
- 2. Reducing re-offending;**
- 3. Ensuring effective work with offenders by embedding ASPIRE into all our practice;**
- 4. Ensuring appropriate and effective service provision;**
- 5. Ensuring the provision of services which respect diverse needs, experiences and requirements and ensures, as much as possible, equality of outcomes.**

# Offender Management

**PUBLIC protection and the reduction of re-offending are key principles of the probation service and offender management is the process by which we achieve this.**

The offender manager is key to quality OASys, and the effective management of offenders, and must provide a consistent service through the application of National Standards 2007.

The key performance targets provide the focus to keep on improving our approach to offender management. Effective use of enforcement, referrals to appropriate interventions and regular attendance by offenders are all essential in reducing offending.

During the week beginning 28 April this year, we will be subject to a Risk of Harm Area Audit or ROHAA for short. We know that many staff in divisions are already hard at work in preparation for this.

Performance over the last two years shows that we have mastered issues of timeliness, but ROHAA is about the quality of OASys assessments, planning and the delivering of interventions that we can demonstrate are reducing risk.

Demonstrating quality and evidence of our effectiveness in managing and reducing risk will increasingly be the key standard by which we are judged. At one level, this will include the development of local re-offending statistics which will be used by the centre to benchmark our effectiveness and performance.

On an individual case manager level, it is about ensuring that the right interventions are being used to implement each and every sentence plan and that the progress made is correctly recorded in case files and Electronic Case Record (ECR) contact logs.

## Key Priorities

1. **Public protection is understood to be the organisation's key priority and staff will take action which provides accurate assessment and effective management;**
2. **All offenders will be assessed using OASys and sentence plans implemented in an effective manner and according to the level of risk;**
3. **Offender management staff will contribute to the achievement of key performance targets;**
4. **An effective and timely service will be provided to the courts which reflects the risk presented by offenders;**
5. **The continuity of offender management will be a key principle of our work with offenders;**
6. **All offenders are managed according to National Standards 2007.**



**Shelley Scott**  
Assistant Chief Officer



**Marion Wright**  
Assistant Chief Officer

## Key Performance Targets

<b>100%</b>	of PSRs (excluding RICs) completed within the timescales set by the court
<b>100%</b>	of RIC PSRs for Magistrates Courts completed within ten working days
<b>60%</b>	of community order breaches resolved within 25 working days of relevant failure to comply
<b>90%</b>	of revocation requests completed, and recalled initiated, within 24 hours for licence cases
<b>100%</b>	of cases in which breach proceedings are initiated within ten working days of the relevant unacceptable failure to comply
<b>70%</b>	of cases reach the six month stage without requiring breach action
<b>100%</b>	of Tier 2, 3, 4 and PPO cases where OASys assessments are completed or updated within the timescales
<b>100%</b>	of Tier 2, 3, 4 and PPO cases where OASys termination reviews are completed or updated within the timescales
<b>100%</b>	of prisoners subject to OM phase 2 or 3 where OASys assessments are completed or updated within the timescales
<b>100%</b>	of Parole Assessment Reports provided within the required timescales
<b>100%</b>	of medium / high / very high risk of harm offenders have a Risk Management Plan completed within the timescales
<b>70%</b>	of offenders in settled and suitable accommodation at the end of their order or licence
<b>100%</b>	of PPOs on licence for a trigger offence have a drug testing condition inserted in their licence
<b>1,440</b>	Skills for Life referrals
<b>500</b>	drug rehabilitation requirement starts
<b>888</b>	Bail information reports to be presented to courts
<b>180</b>	Referrals to Clear Springs Bail Accomodation Support Scheme

# Interventions



Graham Jones  
Assistant Chief Officer

## Key Performance Targets

175	drug rehabilitation requirement completions
98	alcohol treatment completions
450	offenders under supervision who find and sustain employment
40%	of offenders in employment at termination of their order
36	sex offender programme completions
92	domestic violence programme completions
420	offending behaviour programme completions
75%	of programme starts meet the relevant criteria
1,320	unpaid work completions
1.5%	or less unpaid work days lost because of stand downs
100%	of victims contacted within eight weeks of an offender receiving 12 months or more for a serious sexual or violent offence

**TO REDUCE re-offending the service needs effective interventions that meet the assessed criminogenic needs of offenders.**

Interventions need to be high quality and represent value for money. Interventions can be delivered 'in house', by direct contracting provision or by services jointly commissioned with our partners. They may also be provided by other organisations to which we refer or 'sign post' offenders.

To provide the best service for offenders we must meet our performance targets and form strong relationships with our partners to keep offenders' criminogenic needs high up shared agendas. We must collect and use feedback from offenders about their experience of the services they receive.

## Divisional Objectives

Group Programmes Division, Unpaid Work Division and Approved Premises all have their own performance targets, listed on this page and in their specific divisional plans.

Common to all three divisions are some other core objectives:

- We need to promote the quality and effectiveness of programmes, unpaid work and approved premises - internally to staff and externally to sentencers and other key partners;**
- Evidence of effectiveness and user feedback will be used to inform practice and new developments;**
- We will supply excellent information to offender managers, developing the key worker role to ensure information is shared effectively about offender's progress on programmes, and developing new methods of publicising programme developments;**
- We must be creative and competitive - promoting the quality of our interventions whilst ensuring they represent value for money.**

## Key Priorities

- Provide a diverse range of effective interventions that meet the assessed needs of offenders;**
- Use evidence of effectiveness and user feedback to inform interventions practice and development;**
- Provide excellent information about interventions to offender managers, ensuring referral and communication processes are efficient and effective;**
- Develop and maintain effective and innovative relationships with key partners;**
- Work effectively and positively with the ROM's office and regional partners to achieve Reducing Re-Offending Plan objectives;**
- Be creative and competitive - promoting the quality of our interventions whilst ensuring they represent value for money.**

# Support Services

**IN ORDER to make progress on the achievement of the area's priorities during 2008-09, head office units will ensure that critical business support services continue to be provided in an effective and efficient manner.**

## Financial Services Unit (FSU) will:

1. Maintain compliance with all statutory and regulatory financial requirements and reporting deadlines;
2. Ensure that all staff are paid accurately and on time during each payment cycle (twice per month);
3. Ensure that goods and services are sourced and procured efficiently and effectively, and that all invoices are paid within the CBI 'Prompt Payment Code' time limits;
4. Ensure that the annual accounts are closed to the required timescales and that the earlier deadline for 2008-09 is met;
5. Develop an 'Improving Value' strategy during 2008-09;
6. Further develop our approach to, and identification of, costs of service provision.



**Brian Kerslake**  
Director of Finance & Commissioning

## Human Resources & training will:

1. Ensure resourcing of service to meet current and future needs;
2. Develop leadership capacity;
3. Develop the skills and capacity of our staff;
4. Develop the organisation towards a vision of working in partnership with staff to develop a culture of success;
5. Value our staff and diversity;
6. Develop the capacity and excellence of human resources.



**Amanda Cullen**  
Director of HR & Organisational Development

## PR & Communications Unit

1. Ensure stakeholders have confidence in the service's ability to manage, punish and rehabilitate offenders in order to protect victims and the general public and reduce re-offending;
2. Facilitate timely, accurate, accessible information in the right format, which provides

clear guidance and instruction to staff supporting the service's vision and delivery of the business plan;

3. Ensure an organisational culture that rewards and recognises success and a commitment to shared values;
4. Support South Yorkshire's transition from Probation Area to Trust status through the development and implementation of a clear brand and corporate identity.

## Board, Legal and Property Services will:

1. Ensure the Board fulfils its functions in a timely, efficient and effective way, and plans for the future in a way that supports the service's statutory duties;
2. Ensure SYPA conducts its business in a way that identifies, controls and minimises business risk in order to provide a secure platform for the delivery of services;
3. Ensure the Board and service are represented in courts and other tribunals in a way that is effective, successful and provides value for money, and that Board Members and staff receive sound and timely legal advice;
4. Ensure the service operates from premises that are fit for purpose, suitably located, and provide value for money.



**Julian Fox**  
Board Secretary

## Information Services Unit

1. Ensure non-ISU staff have the information technology skills and knowledge they require to work effectively and efficiently;
2. Ensure ISU staff have the knowledge and skills required to continuously improve IT hardware, applications, information and support services;
3. Ensure IT hardware, applications, information and support services are fit for purpose and support the effective and efficient working of all staff;
4. Ensure SYPA has processes and products that are fit for purpose and developed using good information about stakeholder perceptions;
5. Ensure SYPA has externally validated awards for excellence and improvement in at least two areas over at least two years.



**David Thomas**  
Assistant Chief Officer