



SOUTH YORKSHIRE

South Yorkshire Probation Board

Annual Report

2004-05

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Introduction

Aims of the National Probation Service

- The protection of the public;
- The reduction of re-offending;
- The proper punishment of offenders;
- Ensuring offender awareness of the effects of crime on the victims of crime and the public;
- The rehabilitation of offenders.

Foreword

The South Yorkshire Probation Area works with offenders to cut crime, protect the public and ensure public safety, victim awareness and the proper punishment of offenders. This work is making South Yorkshire a safer place.

2004-05 saw further improvements in the performance of the Area, with staff hitting nine of the 13 funding-linked performance targets. Significant strides were also achieved in accredited programmes performance at the end of the year, while the annual sickness figure average per member of staff fell to ten days – two days below the national average. By December 2004, the monthly sickness rate had fallen to just 7.7 days.

Many of these improved performance figures are the result of targeted performance management initiatives, particularly with enforcement, programmes and sickness. During 2004-05, new members were recruited to complete the Strategic Management Team and this has paid dividends through strong leadership in all aspects of the service's work.

Despite these improvements, 2004-05 was still a tough year in many ways, although there were highlights which are worth acknowledging. Firstly, our budget settlement was better than expected which allowed recruitment to key posts to continue after some belt-tightening in recent years.

The Area was increasingly recognised for its key role in national and local developments, which we are recognised and praised for. We have led the way in Prolific and Priority Offenders (PPOs), with our POP schemes establishing best practice that is now being used across the country.

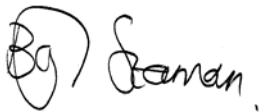
The Drug Intervention Programme (DIP) was established across the Area thanks to hard work from existing staff and the recruitment by probation of new post holders to work with drug-using offenders.

We successfully introduced eOASys across the Area, saw our information technology (IT) infrastructure receive a timely upgrade and embarked on the introduction of a badly-needed Electronic Case Recording (ECR) system which went live in Doncaster during March 2005.

We also consolidated our excellent work in courts where our relationships with sentencers are recognised as among the best in the country. We saw the benefits of this in February and March 2005 when a small group of dedicated staff undertook the enormous task of training our staff, as well as sentencers and partner organisations, for the introduction of the Criminal Justice Act 2003. By April 2005, as the Act came into force, probation was widely recognised as the best prepared sector of the Criminal Justice System – although we have still to see exactly how the Act will impact on our day-to-day work.

Many of these success stories were reflected in a successful Effective Supervision Inspection (ESI) in February 2005. The Area received a score of 72%, comparing favourably with other metropolitan probation areas.

All of this was achieved against the backdrop of continuing developments with the National Offender Management Service (NOMS). The South Yorkshire Probation Area is taking a positive attitude to the development of the new Offender Management model and the findings of the Carter Report. We believe our continuing commitment to partnership working since the formation of the National Probation Service, our developing relationship with local prisons and excellent work in courts leaves us well placed for the future. The future is bright for probation, and South Yorkshire Probation intends to play its full part.



Beryl Seaman
Chair of the Board



Heather Harker
Chief Officer

Part 1: Annual Report

A. Enablers

Leadership

Improvement Objective

Ensure that all leaders (County Managers) implement the NPD Living Leadership Model (in line with regional strategy) and evidence assessment by completing the checklist as part of their annual appraisal.

Progress

The Area established a Living Leadership Steering Group, and set aside £6,000 for initiatives. These were provided for all managers and 65 took part. They included diversity training which had a wide take-up.

The Area introduced 360 degree supervision, although it was only optional in 2004-05, and training staff are now acting on feedback to aid future development. All managers have attended a formal presentation on the leadership model and were required to complete a self assessment checklist in 2004-05.

Improvement objective

Ensure that diversity is valued and 'difference' is harnessed to fulfil organisational objectives. Consolidate and progress links with local Black and Minority Ethnic communities. Ensure that demands of Disability Discrimination Act are embedded in organisational policies and practice. Implement year III Action Plan of Race Equality Scheme.

Progress

To follow

Policy and Strategy

Improvement objective

To design and implement a systematic model for defining key processes, strategy and policy development / implementation in order to achieve targets for Basic Skills, DTTO, Enforcement and programme completions.

Progress

During the year, the Area was involved in a regional European Foundation for Quality Management (EFQM) group which mapped out key processes at the high level. The group was subsequently reconfigured to accommodate NOMS implementation, eventually moving into a broader regional NOMS group..

Paul McMullan, Director of Operations, and Marion Wright, Assistant Chief Officer (Offender Management), are part of this group. Processes being looked at include offender management, assessment, sentence planning and service delivery.

Throughout the year, lead senior managers developed specific actions plans aimed at improving processes to achieve these targets. In December 2004, the Area recruited a new Assistant Chief Officer (ACO) with specific responsibility for interventions and this post holder initiated a number of reviews by the end of the year.

The Area also collaborated in two further regional improvement groups for processes on assessments, reports and allocating sentence planning. Consultants TQMI worked with the Operational Management Meeting (OMM) team looking at process improvement. The consultants asked this group where do you want to be ? What would success look like ? Where do you want to be ?. It also helped them to define problems and devise a plan for getting there.

Improvement objective

To achieve 998 Basic Skills programme commencements and 250 qualifications.

Progress

The Basic Skills starts and awards target was achieved. We improved monitoring and reporting mechanisms enabling prompt action when required. Regular communications to all staff continued to emphasise the importance of this work. An overall strong relationship with our provider partner agencies was a major factor in achieving this target.

Improvement objective

Achieve target of 405 DTTO commencements (374 high intensity, 31 lower intensity) and 35% completions i.e. 142.

Progress

Disappointingly, neither target was achieved and the DTTO environment throughout this period has been fairly volatile. Nationally and regionally, most probation areas have struggled to achieve targets in these areas for a variety of complex and related issues. Locally, throughout the period there has been regular discussion at a local with providers of treatment and sentencers to promote and encourage the use of DTTOs as an effective intervention.

People

Improvement objective

Reduce sickness absence to achieve the 9 day target by reviewing SYPA policies and processes including the existing occupational health scheme.

Progress

Significant progress has been achieved and sustained throughout the year in managing sickness. The Sickness Absence Management Policy has been effectively deployed and rigorously monitored. This included a review of the current Occupational Health Scheme, and the introduction of a Sickness Absence Management (SAM) database using Lotus Notes to improve administrative procedures.

The Area had achieved a 10 day average sickness rate by the end of year, more than two days below the national average. From December 2004, the Area was averaging a sickness rate of less than eight days per month.

Partnerships and Resources

Improvement objective

Ensure appropriate representation on Criminal Justice Board, Crime & Disorder Reduction Partnerships (CDRPs) and Drug Intervention Programme (DIP) to provide probation input to all initiatives. Take advantage of any resource opportunities – ensure that any development, which contributes to Probation priorities, is maximised.

In particular to take forward anticipated developments regarding Prolific and Persistent Offenders initiatives (Narrowing the Justice Gap), as they become known.

Progress

The Chief Officer, as chair of the Criminal Justice Board has effectively represented the service. Divisional Managers and Senior Probation Officers (SPOs) have had extensive involvement in local CDRPs.

Some divisions secured dedicated resource from DIP, leading to the creation of extra posts to work with drug-using offenders.

In collaboration with the Government Office for Yorkshire & the Humber, current POP schemes have been realigned to deliver on the new PPO initiative.

Processes

Improvement Objective

Prepare for the implementation of the Criminal Justice Act 2003 and in particular review current arrangements for providing courts with information to assist with sentencing, in context of Bold Steps – Criminal Justice Act 2003. Prepare for Short Format Reports and maintain a target of 90% of PSRs provided to courts within 15 working days.

Focus all reports on medium / high risk offenders, reducing the volume of reports on low risk offenders.

Progress

An extensive training schedule in February and March 2005 for all staff ensured that probation was the best prepared of all local Criminal Justice agencies by 4 April 2005.

This training was undertaken in active collaboration with local sentencers. A Criminal Justice Act Project Group has ensured an effective and smooth transition to the new sentencing framework, with continuing work on service design and systems continuing into 2005-06.

A specific strategy was developed and implemented with the view to impacting on reducing the volume of reports prepared on low risk offenders. Following national guidance in March 2005, South Yorkshire has now refocused its court work to Fast Delivery Pre-Sentence Reports (FD PSRs) and Standard Delivery Pre-Sentence Reports (SD PSRs).

It is noteworthy that the regional improvement group has made significant developments in promoting consistency across the region in assessment and report provision to courts.

Improvement Objective

Improve levels of contact, compliance and enforcement with offenders in line with National Standards to meet key performance targets.

Progress

Enforcement levels continued to be sustained above the national average and the Area target was achieved. Compliance and level of contact, whilst being good, continues to need further work, an area highlighted by the ESI inspection in February 2005. An action plan has been developed to look at contact levels through the course of an order in accordance with the new National Standards which were due to be introduced in May 2005.

B. Results

Customer Results

SDA III

Level of educational and vocational qualifications attained by offenders under supervision: achieve area target for starts and completions of Basic Skills awards.

Target	1,000 starts, 250 awards	Result	1,172 starts, 268 awards
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SDA VIII

Level of compliance with National Standards for contact with victims or their families: contact to be made within National Standard of eight weeks from sentence in 85% of cases involving serious sexual or other violent offence where offender is sentenced to 12 months or more.

Target	85%	Result	98%
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People Results

SPM 15

Achieve Home Secretary's race equality employment targets (published in July 1999) or

- a) improve current performance where they are already exceeded:
 - i) Minority ethnic representation in the area workforce (contribution to regional target);
 - ii) Retention / resignation by grade and ethnic group (contribution to national target);
 - iii) Career progression by grade and ethnic group (contribution to national target).

Target	??	Result	??
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- b) Achieve 5% of minority ethnic staff at senior management level nationally by 2005 and 7% by 2009.

Target	??	Result	??
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- c) Increase existing Asian representation (250) by 20% (52) nationally by December 2004.

Target	??	Result	??
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- d) By 2007 achieve representation of Asian people in the NPS to match current representation in the population (4.04%) according to Census 2001).

Target	??	Result	??
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SPM 16

Ratio of male / female representation: to increase male representation in 2004-05 to 50% of workforce and to 40% of Trainee Probation Officers.

Target	??	Result	??
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SPM 17

Meeting legislative responsibilities under Disability Discrimination Act: achieve 80% of the most critical reasonable adjustments to the NPS estate by October 2004.

Target	??	Result	??
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SPM 25

Levels of sickness absence: to reduce sickness absence in the National Probation Service to an average of nine days per staff year.

Target	9 days	Result	10 days
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SPM 26

Wastage of staff as percentage of workforce (excluding death, retirement and in service transfers).

Target	??	Result	??
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Key Performance Results

SDA I

Breach action in accordance with National Standards.

Target	90%	Result	92%
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SDA II

Level of offender compliance with orders and licences.

Target	70%	Result	78%
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SDA IV

Number of offenders going through offending behaviour programmes: achieve Area completions target contributing to national target of 15,000.

Target	468	Result	398
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SDA V

Number of offenders going through ECP: achieve Area completions target contributing to national target of £30,000.

Target	936	Result	977
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SDA VI

- a) Number of DTTO commencements: achieve Area target (and sub-target for low intensity orders where applicable) contributing to 13,000 nationally (including 1,000 low intensity).

Target	405	Result	324
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- b) DTTO completion rate.

Target	35%	Result	26%
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SPM 1(a)

Average level of NPS compliance with basket of National Standards requirements for first and subsequent contact (CRO, CPO, CPRO and licences).

Target	??	Result	??
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SPM 1(b)

Level of NPS compliance with National Standards requirements for first and subsequent contact (DTTOs).

Target	??	Result	??
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SPM 3

Average weekly hours worked on Community Punishment Orders.

Target	??	Result	??
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SPM 4

Proportion of bed spaces in Approved Premises which are occupied.

Target	90%	Result	90%
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SPM 6

Timeliness of reports to the courts: increasing the proportion of PSRs completed in magistrates' courts within the 15 day National Standards.

Target	90%	Result	78%
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SPM 18

95% accurate and timely ethnic monitoring returns on offenders.

Target	95%	Result	98%
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SPM 19

Clear proposals in 95% of all reports to the court for the purposes of sentencing minority ethnic offenders.

Target	95%	Result	100%
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SPM 22

Efficiency savings: achieve area target contributing to national target of 3%.

Target	??	Result	??
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SPM 27

Timeliness and completeness of information returns to the centre.

	Result
i) National Standards Monitoring;	92%
ii) Accredited Programmes Monthly;	92%
iii) Accredited Programmes Quarterly;	100%
iv) Basic Skills Monthly;	100%
v) ECP Starts / Completions Monthly;	100%
vi) DTTO Monthly;	100%
vii) Sickness Absence;	58%
viii) PSR Proposals / Diversity;	83%
ix) H1 Form Monthly.	100%

C. Workload and Activity Statistics

Workload Outcomes 2004-05

	2003-04 Actual	2004-05 Projected	2004-05 Actual
Commencements			
Community Rehabilitation Orders			
- with conditions	1,146	1,200	935
- without conditions	1,236	1,200	1,147
Community Punishment Orders	1,666	1,760	1,582
Community Punishment & Rehabilitation Orders	436	440	385
Drug Treatment & Testing Orders	265	410	300
Resettlement (statutory)	1,733	1,700	1,115
Current caseload			
Community Rehabilitation Orders			
- with conditions	1,031	1,100	1,123
- without conditions	1,064	1,100	983
Community Punishment Orders	1,272	1,320	1,123
Community Punishment & Rehabilitation Orders	389	390	404
Drug Treatment & Testing Orders	159	290	202
Resettlement (statutory)	2,582	2,600	2,836
Reports			
PSRs	4,854	4,500	4,491
SSRs	1,371	1,600	1,357
Resettlement reports	1,272	2,800	1,712
BIRs	499	400	339
CP hours worked	131,370	158,000	134,369
Work with victims			
New victim contacts	548	580	491

D. Names of Board Members & Official Contact Address

Members of the Board 2004-05

Almas Abbasi

Diana Clark

Owen Gleadall

James Hanson

Heather Harker

Shirley Harrison

John G Hinchcliffe

Mohammed Ismail

Brenda Maslen

His Honour Judge Michael Murphy QC

Hughes Redhead

Beryl Seaman (Chair)

Des Smith (to January 2005)

Les Taylor

Councillor Ken Wyatt

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