

**National Probation Service
For England and Wales
South Yorkshire**

**Organisational Plan and Business Plan
2001-2004**

March 2001

National probation Service in South Yorkshire

Introduction

On 1st April 2001 the National Probation Service for England and Wales was established by the Criminal Justice and Court Services Act 2000 and South Yorkshire is one of the 42 services in England and Wales that comprise the national service.

It is governed by the probation board for South Yorkshire, serving a population of 1.3m people across the county. Staff of the service will be accountable to the probation board and local communities, as well as to the national director, for our performance against the service delivery targets that are set by the Home Office.

The probation service in South Yorkshire works with offenders in the local communities of Sheffield, Barnsley, Doncaster and Rotherham. We employ over 500 staff at 25 locations and have a budget of £18m per annum. Probation staff are located at four magistrates' courts and two crown courts, ensuring liaison with sentencers and providing over 6,100 pre-sentence reports per annum. Some 10,200 offenders are supervised on community orders and 1,500 supervised on release from prison each year.

Probation staff are also seconded to work in a number of related criminal justice agencies, notably the four prisons in South Yorkshire and the four youth offending teams. In addition we have three approved probation/bail hostels as well as working with a large number of independent housing providers. We spend approximately £1m of our budget on the provision of partnership services which are designed to support and enhance the effective supervision of offenders e.g. drug and alcohol services, employment, training and education.

The service is also fully involved in implementing crime and disorder strategies in Sheffield, Barnsley, Doncaster and Rotherham working closely with South Yorkshire Police, the four local authorities and health authorities. The primary focus of this work is the protection of the public, a reduction in the number of victims and the safeguarding of local communities against the damaging effects of criminal activity.

Beryl Seaman
Chair of the board, South Yorkshire

Heather Harker
Chief officer, South Yorkshire

National Probation Service South Yorkshire

Vision statement

“In South Yorkshire the probation service works with offenders to cut crime, protect the public and ensure public safety.”

Values

In South Yorkshire the probation service is committed to:

- Working in partnership with others to protect the public, reduce victims and provide safer communities in which to live
- Providing the highest possible standards of supervision of offenders within our role as a law enforcement agency
- Working positively to achieve the rehabilitation of offenders
- The provision of better quality services so that the public receive effective services at the best price
- Treating all people with respect, dignity and fairness
- Valuing diversity and achieving equality of opportunity for probation service staff and service users

National Probation Service

South Yorkshire area corporate plan

This document sets out our action plan for 2001/ 2002 with clear objectives, standards and targets. The framework for the plan is the European Formulation for Quality Management Model (the EFQM Excellence Model).

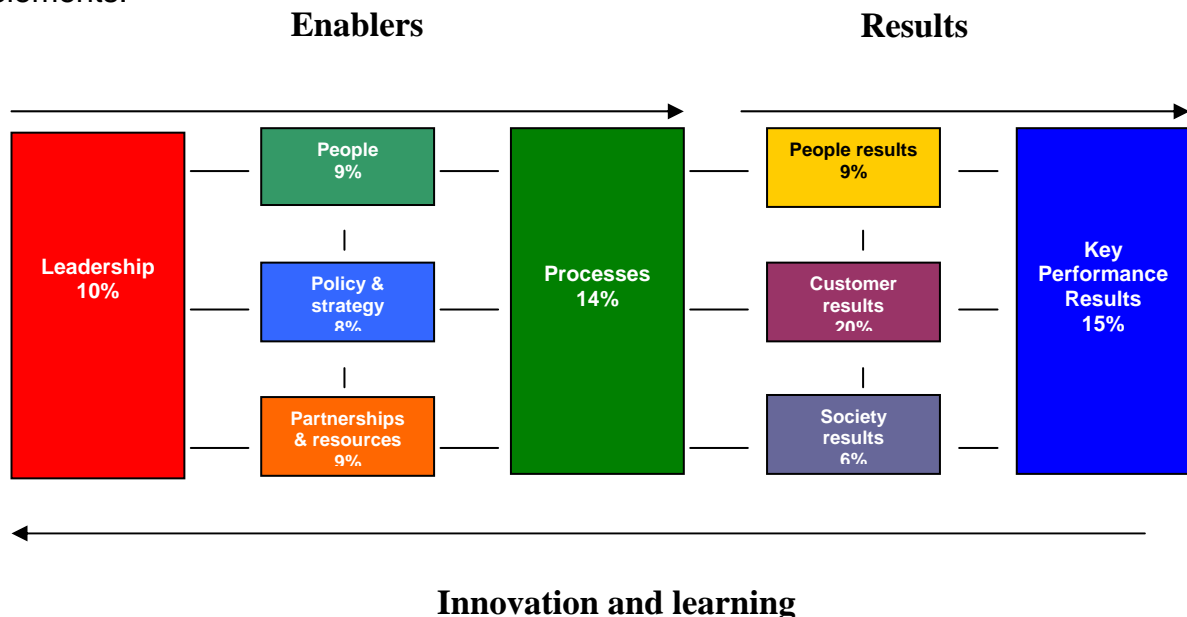
The probation service in South Yorkshire has adopted the EFQM Excellence Model as a performance management framework, in order to enhance the performance and effectiveness and for achieving continuous improvement in all its activities and results.

We will use the European Excellence model for strategic planning and for seeking continuous improvement through a process of self-assessment against the model, illustrated below:

The model is based on the following premises: -

- ◆ **Customer satisfaction, (employee) satisfaction and impact upon society** are achieved through
- ◆ **Leadership** driven
- ◆ **Policy and strategy, management of people, resources, partnership and processes,** leading ultimately to excellence in
- ◆ **Business results**

The model can be represented diagrammatically as follows, with continuous innovation and learning providing the dynamic linkages between the various elements.



How to use this plan

The plan identifies areas for improvement within these five enablers, setting specific performance targets to be achieved during 2001/2002. The plan sets out the key performance results that will be achieved in this period.

The plan will be useful to the following groups:

- ◆ Our managers will use the information in planning work and priorities. They will want to use this plan to make sure that all important issues are covered when they are drawing up their own plans.
- ◆ Our staff need to know that their own plans and day to day activities contribute fully towards the achievement of our objectives. They will refer to this plan and their unit's plan when they are preparing performance agreements.
- ◆ The National Probation Service, ministers, MPs and our partner agencies will want to be satisfied that our operations are consistent with the modernisation agenda.

NOTE:

The Criminal Justice and Court Services Act 2000 introduces new names for community orders with effect from 1st April 2001.

- i.e. Probation orders become **community rehabilitation orders**.
Community service orders become **community punishment orders**.
Combination orders become **community punishment and rehabilitation orders**.

Leadership

Aims All managers will promote the European Excellence model by: -

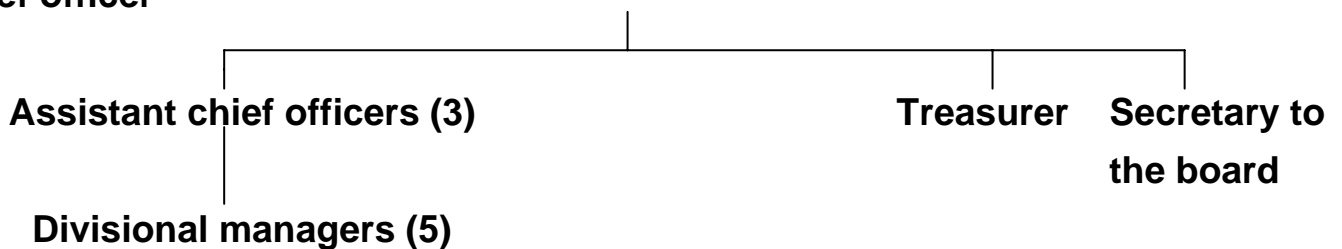
- Leading, inspiring and supporting people
- Actively living the values, and
- Making full use of quality improvement principles and tools

Objectives

- We are part of the National Probation Service and will contribute fully to developing and supporting a strong central leadership at the same time as providing clear and accountable local leadership within South Yorkshire.
- The probation board for South Yorkshire will hold operational leaders to account for the delivery of performance targets. We will implement the action plan from HMIP performance inspection programme carried out in 2000.
- We will use the results of our annual staff survey and other feedback to improve our management performance and leadership qualities.

Senior management structure (w.e.f. 1 April 2001)

Chief officer



National Probation Service South Yorkshire area strategic business plan 2001-2002

Policy and strategy

Aims We will have clear policies and strategies based on our commitment to the European Excellence model and caring for our staff.

We will continue to develop and implement our policies and strategies through effective consultation and communication with staff, trade unions, customers and suppliers.

Objectives

- By 30th September 2001 undertake a whole organisational self-assessment against the European Excellence model and develop a policy and strategy concerning the integration of the Excellence model and corporate planning process.
- By 30th September 2001 agree a strategy on how the service will achieve the European Excellence score of 700 by 2006.
- By 30th November 2001 we will draw up a statement showing a clear strategic direction for the service. To help us do this we will develop a structural approach to using external and internal information such as:
 - National Probation Service policies and strategies
 - Customer survey results
 - Staff survey results, and
 - Information about modernisation of the criminal justice system.

The five aims of the National Probation Service for England and Wales

- A The protection of the public**
- B The reduction of re-offending**
- C The proper punishment of offenders**
- D Ensuring offender awareness of the effects of crime on the victims of crime and the public.**
- E Rehabilitation of offenders.**

In pursuing these aims the National Probation Service will contribute significantly to the achievement of Home Office aims 2 and 4, which are:

Aim 2: delivery of justice through effective and efficient investigation, prosecution, trial and sentencing and through support for victims.

Aim 4: effective execution of the sentences of the courts so as to reduce re-offending and protect the public.

Key performance targets for South Yorkshire

Aim A: protection of the public
Performance target
1. Risk assessment and management procedures will be applied to offenders subject to our supervision by using the ACE tool in at least 90% of cases. All cases assessed, as 'high risk of harm' will have risk management plans prepared within 5 days of order being made, or of release. To be audited twice yearly.
2. We will provide a comprehensive service to the victims of crime in line with revised statutory requirements and achieve national standards for victim contact in 85% of relevant cases. The service to victims will be re-structured and delivered in accordance with PC108/00 with effect from 1.4.01. A separate unit and dedicated staff will be appointed to undertake and manage this area of work. Review progress twice yearly and re launch victim awareness strategy.
3. Prolific offender projects (POPs) will be extended to each division and a county protocol for management and operation of POPs will be implemented. Monitoring and evaluation procedures to be established by September 2001.
4. Racially motivated offenders (RMO) will be supervised in line with RMO policy and will undergo programmes of work targeted at their offence. Progress will be reviewed twice yearly.

Aim B: reduction of re-offending
Performance target

1. We will achieve high standards of practice in offender assessment and supervision planning and at least 80% of supervision plans will comply with national standards requirements by December 2001 i.e.

- initial supervision plans prepared in 15 working days
- supervision plan reviews completed every 4 months

To be audited twice yearly.

Aim B: reduction of re-offending

Performance target

2. We will expand delivery of accredited programmes as a means of ensuring effective intervention with offenders and be in a position to deliver 600 accredited completions for 2002/03.

3. The levels of repeat offending by drug misusers will be reduced by extending the provision of drug treatment and testing orders (DTTOs) in line with resources provided. This will include substantial spending on health service provision and contracts for counselling. Designated staff will be employed to carry out case management and court liaison.

Achieve 190 DTTOs by March 2002.

4. A revised substance misuse strategy will be developed in order to achieve 60 completions of substance misuse programmes by March 2002.

5. The service will develop South Yorkshire offender employment strategy through Objective One and commence implementation from May 2001 onwards. There will be specific focus on the development of basic skills for offenders with the aim of improving their overall employability.

6. The service will provide hostel regimes, which challenge offending behaviour and offer reintegration opportunities.

- achieve 90% occupancy
- Improve hostel residency completions by at least 3% on previous year's performance (2000/01)

Aim C: proper punishment of offenders

Performance target

1. All offenders subject to our supervision will be supervised in accordance with national standards requirements and Home Office service delivery targets. We will achieve contact and enforcement levels of at least 90% with all offenders. (see appendix A).

- the probation board and SMT will monitor progress at least quarterly via performance reports
- the service will comply to HMIP national standards monitoring requirements
- division and teams will report on national standards performance on a monthly basis
- enforcement practice and adherence to service procedures will be monitored by line managers within supervision and standardised appraisal objectives will be applied in relation to the achievement of national standards targets, particularly enforcement.

2. All relevant staff will produce accurate and timely records of contact with offenders in at least 90% of cases. Case file audits to be undertaken at least quarterly in all fieldwork divisions.

3. The service will implement resettlement policy and practice guidelines to ensure consistency of service delivery across the county for offenders subject to licence condition by September 2001.

People

The staff of the service are its most valuable resource and without their hard work and commitment we will not meet either our own or Home Office service delivery targets. The service is going through a period of both expansion and rapid change, at a pace that is quite unprecedented in its history. It is vital that we work together to the corporate good and ensure that we retain our central role in protecting the public and reducing re-offending. We will therefore continue to develop and reshape our workforce to be "fit for purpose" as a criminal justice agency of the 21st Century.

A copy of the staffing budget for 2001/02 is attached at appendix B; a staffing profile (staff in post as at 31.12.2000) is shown at appendix C.

Performance target

1. The service will continue to develop and implement its workforce planning strategy in line with the requirements of the What Works agenda, and with the full involvement of the trade unions and staff. Phase 1 has been implemented and the implementation of phase 2 (APT&C staff) will be reviewed in September 2001.

2. Trainee probation officer recruitment via the Yorkshire and Humberside Consortium (Y&HC) will be sustained and further developed in line with Home Office resourcing. Joint staff training initiatives across the consortium area will be developed.

3. The service will ensure all staff are given development opportunities and receive training to assist them to improve performance and achieve agency objectives in line with our Investors in People (IIP) strategy.

4. Revision of staffing strategy for work in community service units will be developed and ready for implementation by September 2001.

5. Particular attention will be paid to the recruitment, retention and progression of staff from minority ethnic communities. Over the next 3 year period the targets will be:

- to increase the recruitment of APT&C grades by 1%
- to increase the recruitment of PO and PSO grades by 1%
- to increase the recruitment of middle managers by 5%
- to increase the recruitment of senior managers by 20%
- to maintain retention rates at the same levels, grade for grade, as for white staff

6. By September 2001, adopt and implement integrated race and diversity action plan. We will deliver between April 2001 and March 2003 the relevant training requirements related to staff attitudes and understanding; the supervision, appraisal and support of staff; the handling of discipline, grievance and harassment procedures.

Partnership and resources

The service is funded directly by the Home Office, except for staff working within prisons where the direct costs of seconded staff are reimbursed by those establishments. Separate grant allocations are made for general, DTTO, hostel and PAGES budgets. These allocations are determined by specific resource allocation formulae. In the latter three cases, the grant represents a minimum expenditure level for those services for the year. Within this broad constraint, it is for local services to determine how to use the grant allocation to meet its strategic objectives and priorities. Appendix D provides a summary of planned expenditure within each of these budgets for the financial year 2001/02. A forecast of cash inflows and outflows over the year is shown at appendix E.

The service works in partnership with a wide variety of bodies within the voluntary and statutory sectors. Appendix F sets out details of planned partnership expenditure within each budget area. A significant proportion of the DTTO budget is spent in partnership with both voluntary and statutory sectors and the whole of the PAGES allocation is spent with the voluntary sector. The service works positively with the four local authorities in the development of crime and disorder strategies and contributes a significant element of funding both to youth offending teams (both through the secondment of staff and through payments to pooled budgets) and to specific initiatives.

Performance targets

1. The service will maintain and develop its contribution to the four district community safety steering groups and other appropriate groups. This will include developing more equitable funding to the partnerships and the YOTs by March 2002.

2. The service will improve its inter-agency arrangements for the management of dangerous offenders in the community by collaboration with other strategic partners and the production of a countywide protocol for such arrangements by December 2001.

3. The service will review existing court service delivery arrangements and restructure across the county in line with PC 27/99, thus enabling better use of resources and increased efficiency.

Review and proposals to be completed by April 2001.

Implementation in full by September 2001.

4. The service will review existing contracts for staffing in South Yorkshire prisons with relevant governors and area manager, with the aim of achieving a more balanced and appropriate business case.

5. The potential of building a new probation hostel, as a regional facility will be explored, via regional probation/prisons hostel groups. Plan submitted to Home Office for building of new hostel and to be built by March 2002 if going ahead.

6. The service will contribute to developing more efficient and speedy processes for the administration of justice in South Yorkshire via the area criminal justice strategy committee. We will renegotiate and establish the service's position and links with South Yorkshire magistrates'

court committee.

Report progress twice yearly.

Partnership and resources
Performance targets
7. We will assess resource implications and requirements of new sentences and criminal justice initiatives e.g. drug treatment and testing orders (DTTOs), prolific offenders programmes (POPs), accredited programmes and community punishment.
8. We will ensure that all contracted services providers are operating in accordance with national standards, What Works and Better Quality service requirements by March 2002.
9. The service will continue to work in partnership with both statutory and voluntary sector organisations to develop the county and divisional “supporting people” provision by April 2003. Progress reports will be produced twice yearly.
10. The service will seek to exploit current and future information systems, with emphasis on reporting and communication systems, which support the policies and strategic direction of the service and respond to internal and external demands for service performance information. Performance reports will be produced quarterly.
11. The service will establish and maintain a sound financial control environment and meet statutory and regulatory requirements and deadlines.
12. The service will implement the next phase of national NPSISS initiatives and CRAMS releases via service IT strategy. Date to be determined by National Probation Service.
13. The service will produce and seek to implement a revised IS/IT/information strategy and implementation plan. The strategy will respond to the above objectives, will ensure that South Yorkshire objectives respond to and are fully compliant with the requirements of the NPS and will in particular identify priority opportunities for IS/IT contribution to the improvement of performance and greater efficiency. Revised IS/IT strategy to be presented to SMT by October 2001.
14. We will implement the service’s property strategy following clarification of position from national directorate and we will ensure that provision of safe working environments for all staff using probation service premises.

Efficiency savings plan

There is a requirement that services find 3% efficiency saving during 2001/02. Over a number of years, increases in resource levels have not matched the demands imposed by inflation and rising workloads. The resource gap has been closed by increased productivity and the careful management of resources. Service expenditure on property, for example, is considerably below the benchmark level indicated by the Home Office. A continuing concentration on workforce planning will seek to ensure that tasks are performed by appropriate staff across the service. In particular, a review of services provided to the courts should mean that economies will be realised. An audit review has identified the potential of improved efficiency within community punishment. Follow up work will secure these gains in order to meet the increased demands arising from the accreditation of community punishment order programmes. An internal audit study has highlighted opportunities for economies in prison visiting arrangements. Some of these will have wider

applicability within the context of a business travel policy. The service recognises the important role that internal audit plays in working with managers to identify the potential for efficiency savings. Further reviews of specific operations are being identified.

Processes

The service aspires to being one of the best performing probation services in the country and in order to achieve that it will be necessary to fundamentally review the whole of the service's operations within the next three years (2001 – 2004). Therefore a programme of European Excellence model self assessment will be implemented in 2001, which will begin to incorporate and replace internal inspection and will ultimately cover all areas of service delivery and supporting infrastructure.

A schedule of projected workload for 2001/02 is attached at appendix G.

Performance targets

1. The service will implement phase 2 of the What Works accredited programmes plan, as approved by the Home Office.

2. We will deploy OASys across South Yorkshire as the system becomes available.

3. PSR improvement plan to be agreed and implemented to achieve compliance to national standards with at least 80% of PSRs assessed as excellent/good enough. Quarterly audits to be conducted.

4. At least 90% of PSRs to be completed within 15 working days by September 2001. Negotiations and protocol with Sheffield magistrates' court in particular to be agreed in order to achieve overall target. Appraisal objectives for all relevant staff to include the achievement of the 15 day timescale (PSR authors and APT&C staff). We will ensure allocation of PSRs within one working day of the court request.

5. SSRs to be prepared in all South Yorkshire magistrates' courts and to comprise 20% of all reports to court. Protocol to be established with chief executive of South Yorkshire magistrates courts committee to take effect from April 2001, to ensure appropriate adjournments for SSRs. South Yorkshire policy and practice guidance already issued to relevant staff and SSRs will be available to all courts in South Yorkshire from 1.4.01.

6. The service will increase its provision of bail information schemes and ensure that they are available in all divisions by June 2001. Liaison arrangements with the Doncaster Prison based scheme will be established by June 2001. PC 29/2000 (targeting strategy) will be implemented across the county by June 2001, and the bail information template, which includes information about risk of harm or re-offending, will be implemented by May 2001.

Customer results

The service will ensure that the principles of the Citizen's Charter are used to gain the confidence of our local communities. In recent years we have continued to develop a customer focus with internal and external stakeholders. We will therefore ensure that the feedback from customer surveys, complaints, beneficiary compliments etc. are all used to improve service performance.

Performance Targets

1. County and divisional strategies will be developed for communication/liaison with South Yorkshire magistrates' courts. This will include undertaking court satisfaction surveys with both magistrates' and crown courts with the aim of achieving 90% satisfaction with the work of the service overall.

2. The service will implement procedures for undertaking service-user satisfaction surveys and will review the results of those surveys on a yearly basis.

3. The service will develop and implement a complaints policy and procedures, which is consistent with the Human Rights Act the results of which will be published on an annual basis.

4. The service will develop an external communications strategy, which builds on the existing web technologies and media relationships.

People results

The probation service in South Yorkshire aims to be an organisation which cares for its staff and provides a work environment in which staff enjoy their work and feel valued for the contribution they make to the overall aims and objectives of the service. We want to develop an organisation and culture in which staff feel proud to work for the probation service and in particular South Yorkshire.

Performance targets

1. The service will ensure that all staff receive annual appraisals and that they include how each individual contributes to team/divisional performance targets and reviews the individual's learning needs.

2. The service will aim to reduce sickness absence to an average of 9 days per member of staff by 2004
The service will also implement the occupational stress policy and manage the level of absence through work related stress.

3. The service will ensure compliance with health and safety risk legislation; in order to provide effective management of 'risk' in the workplace and provide a safe working environment for staff.

4. The service will develop an internal communications strategy building on the existing communications technology in NPSISS, staff newsletters, briefings and roadshows used in 2000/01.

5. The service will devise and introduce a scheme for measuring staff satisfaction covering such areas as fairness, development opportunities, managing stress, and quality of work of the working environment.

6. The service will implement PC4/2001; the joint agreement on priorities and employee care, building on the work already commenced within the service's stress working party.

Society results

The probation service in South Yorkshire aims to make a significant contribution to improving the quality of life in our local community in particular, but also nationally and internationally where appropriate. We need to improve the public image of the service generally, so that the public and stakeholders have confidence in the service's ability to reduce re-offending and supervise offenders effectively in the community.

Performance targets

1. The service will continue to develop schemes of work with offenders on community punishment orders, which have a beneficial impact on local communities.
2. We will continue to raise funds for charitable organisations/events where appropriate e.g. hostels fundraising events for local charities.
3. The service will continue to implement its ecology policy, which encourages the reduction of reliance on the private car and the use of ecologically friendly products and services.
4. The service will review and report on an annual basis the extent and nature of media coverage about its work.

Key performance results

Service delivery agreements

SDA performance targets	2000/01	2001/02	2002/03	2003/04
<p>PSA8</p> <p>1. Improve timeliness of PS reports to court by</p> <p>(a) Increase proportion of PSRs completed within the 15 day national standards to 90%</p> <p>(b) Increase proportion of reports to court that are SSRs to</p>	90%	90%	90%	90%
<p>PSA10</p> <p>1. Increase the educational and vocational qualifications of offenders to level 2 basic skill awards.</p>			180	360
<p>2. Increase the number of offenders going through accredited programmes and completing.</p>		301	600	1800
<p>3. Breach action to be taken in accordance with the national standards (on or before 2nd unavailable for community sentences and on or before 3rd unacceptable for licences)</p>	90%	90%	90%	90%
<p>4. Improve access to employment and accommodation for offenders; programme to be developed by December 2000, with implementation thereafter.</p>				
<p>PSA11</p> <p>Ensure that the number of offender referrals to treatment through DTTOs increases to and is maintained thereafter.</p>		190	190	190

SDA performance targets	2000/01	2001/02	2002/03	2003/04
<p>PSA14</p> <p>Progress against the Home Secretary's race quality employment targets aimed at increasing levels of representation, retention and career progression of people from minority ethnic groups.</p> <ul style="list-style-type: none"> - representation (regional) - retention - career progression 	4%	4.5%	5%	
<p>Sickness absence – reduce sickness absence to an average of 9 days by 2004 and sustain improvement thereafter</p> <p>Improving performance – work is underway to identify ways of reducing variations in performance and national improvement targets will be set by December 2001.</p> <p>Value for money – annual productivity programme will include 3% efficiency/productivity improvement for the probation service – this will be a national target.</p>		11 days	10 days	9 days

Appendix A

PERFORMANCE FUNDING LINKED TARGETS

W.e.f. 1 April 2001 all probation services in England and Wales will have a proportion of their overall funding linked directly to the achievement of some specific performance targets. For South Yorkshire this amounts potentially to some £300k that could be affected by not achieving the targets indicated below. These are already and will continue to be priority areas for attention in forthcoming months and form the most important part of operational service delivery targets within the corporate plan for 2001-04.

National standards	Weighting	Target
For community rehabilitation orders <ul style="list-style-type: none"> • first appointment was arranged for within 5 working days • at least 12 appointments were arranged for within the first 12 weeks • at least 6 appointments were arranged for within the next 12 weeks • appointments thereafter were monthly 	50%	90%
For community punishment orders <ul style="list-style-type: none"> • first work session arranged for within 10 working days • offenders were offered a minimum of 5 hours per week throughout order 	50%	90%
For community punishment & rehabilitation orders <ul style="list-style-type: none"> • first probation appointment arranged for within 5 days and first work session arranged for within 10 days • at least 12 probation appointments and 11 community punishment order work sessions arranged in first 12 weeks • at least 6 probation appointments and 12 community punishment order work sessions arranged in next 12 weeks 	50%	90%
For licences <ul style="list-style-type: none"> • offender seen within one working day of release • home visit within 10 working days of release • weekly contact arranged for first 4 weeks (further to first meeting) • fortnightly contact arranged for second and third months monthly contact arranged thereafter 	50%	90%
Enforcement Breach action to be taken in accordance with national standards (on or before second unacceptable failure for community sentences, and on or before third unacceptable failure for licence)	40%	90%

cases).		
Timeliness of PSRs The proportion of PSRs completed within the 15 day national standard	10%	90%

Supporting performance measures for the National Probation Service 2001-04

a) Measures to apply from 2001-02

Measure	Notes on data collection
<p>Victims</p> <p>1. Proportion of cases involving serious sexual or other violent offence in which the probation service makes contact with the victim or victim's family within 8 weeks of sentence in accordance with national standards and Victim's Charter</p> <p>Targets (as notified in PC 108/00):</p> <p>2001-02: contact made within target time in 85% of cases where offender sentenced to 4 years or more;</p> <p>2002-03: as above with addition of contact made within target time in 85% of cases in 12 months to less than 4 year sentences;</p>	<p>Data to be obtained from quarterly monitoring returns to Home Office</p>
<p>Reports to courts</p> <p>2. Proportions of</p> <p>(a) PSRs completed in 15 working days</p> <p>(b) total reports that are SSRs</p> <p>each for (i) crown and (ii) magistrates courts separately (i.e. breakdown of figures by court type).</p> <p>SDA 1</p> <p>3. Overall quality of PSRs.</p>	<p>SPM 2</p> <p>(a) Data to be obtained through existing returns used currently for KPI:</p> <p>(b) Data from Form 30 returns to HO</p> <p>SPM3: Data from NS monitoring</p>
<p>Reconvictions</p> <p>4. Actual reconviction rates for persons subject to community orders by type of order compared to predicted rates.</p> <p>Target: lower actual rates for all types, and achieve rates lower than predicted.</p>	<p>Calculated centrally by HO from offenders index</p>

Measure	Notes on data collection
<p>General</p> <p>5. Average of compliance proportions across a basket of national standards requirements on first and subsequent contact, i.e.:</p> <p>community rehabilitation orders</p> <ul style="list-style-type: none"> • first appointment was arranged for within 5 working days • at least 12 appointments were arranged for within the first 12 weeks • at least 6 appointments were arranged for the next 12 weeks • appointments thereafter were monthly <p>community punishment orders</p> <ul style="list-style-type: none"> • first work session was arranged for within 10 working days • offenders were offered a minimum of 5 hours per week throughout order <p>community punishment & rehabilitation orders</p> <ul style="list-style-type: none"> • first probation appointment arranged for within 5 days and first work session arranged for within 10 days • at least 12 probation appointments and 11 Community Punishment Order work sessions arranged in first 12 weeks • at least 6 probation appointments and 12 Community Punishment Order work sessions arranged in next 12 weeks <p>licences</p> <ul style="list-style-type: none"> • offender seen within one working day of release • home visit within 10 working days of release • weekly contact arranged for first 4 weeks (further to first meeting) • two-weekly contact arranged for second and third months • monthly contact arranged thereafter <p>Target: overall average of 90% (as notified in PC 104/00).</p>	<p>Data from NS monitoring</p>
<p>6. Proportion of supervision cases where supervision plan done in 15 days, and reviews every 4 months.</p>	<p>From NS monitoring</p>
<p>7. Proportion of cases where breach action taken in accordance with NS, broken down by community rehabilitation order/community punishment order/ community punishment & rehabilitation order/licence (i.e. breakdown of SDA 4).</p>	<p>From NS monitoring</p>
<p>Work with serious/dangerous offenders</p> <p>8. Proportion of offenders under supervision whose current offence is serious (i.e. violence, sexual, robbery, or burglary).</p>	<p>SPM 8: Calculated centrally by HO from court proceedings and form 20</p>

	system
Measure	Notes on data collection
9. Proportion of cases assessed as high risk of harm (on service's own definitions) where plan to manage the risk was prepared within 5 days of order of release	SPM 9: From NS monitoring
Hostels 10. Proportion of hostel residence orders or conditions which are completed.	Collected on monthly H1 returns
Employment, accommodation, education and training 11. For offenders on community sentences: difference between the proportion in employment at the end of their supervision and that in employment at start. 12. For offenders on licence: <ul style="list-style-type: none"> • difference between the proportion in employment at end of their licence and that in employment directly after release • difference between the proportion in employment at end of their licence and that in employment immediately before custodial sentence started 13. For offenders on community sentences: difference between the proportion in education or training at end of their supervision and that in education or training at start. 14. For offenders on licence: <ul style="list-style-type: none"> • difference between the proportion in education or training at the end of their licence and that in education or training directly after release • difference between the proportion in education or training at end of their licence and that in education or training immediately before custodial sentence started 15. For offenders on community sentences: difference between the proportion in settled accommodation at end of their supervision and that in settled accommodation at start. 16. For offenders on licence: <ul style="list-style-type: none"> • difference between the proportion in settled accommodation at end of their licence and that in settled accommodation directly after release • difference between the proportion in settled accommodation at end of their licence and that in settled accommodation immediately before custodial sentence started. 	Data for SPMs 11-16 will be collected as part of NS monitoring arrangements. SPMs 11-16 are designed to provide baseline data for SDA 5. They will be based on the proportions actually in employment/ education or training/settled accommodation, or definitely accepted.
Value for money and efficiency	Calculated

17. Unit cost of PSR, community rehabilitation order, community punishment order, community punishment & rehabilitation order, ACR and life licence.	centrally by Home Office
Measure	Notes on data collection
<p>18. Proportion of bedspaces in approved hostels, which are occupied. Target 90%</p> <p>19. Proportion of all community punishment orders where the average weekly hours worked was at least 5 hours.</p> <p>20. Wastage of staff (excluding death, retirement and in-service transfer) as percentage of workforce.</p>	<p>Data from monthly H1 returns</p> <p>Data from NS monitoring</p> <p>Data collected from staffing returns to HO</p>
<p>Stakeholder views and customer satisfaction</p> <p>21. Annual sample survey of sentencer satisfaction, i.e. the proportion of magistrates satisfied with</p> <ul style="list-style-type: none"> • the work of the service overall • the overall usefulness of PSRs, ditto for SSRs • the objectivity of PSRs, ditto for SSRs <p>Target: 90% for each</p> <p>the proportion of judges satisfied with</p> <ul style="list-style-type: none"> • the work of the service overall • the overall usefulness of PSRs, ditto for SSRs • the objectivity of PSRs, ditto for SSRs <p>Target: 90% for each</p>	<p>For 2001-02 surveys will be carried out by HMIP as part of PIP</p>
22. Achievement of Charter Mark or Investors in People award.	To be covered in area annual report

Measure	Notes on data collection
<p>Serious/Dangerous Offenders</p> <p>23. Proportion of hostel residents whose conviction or charge is for a serious offence (i.e. violence, sexual, robbery or burglary).</p> <p>24. Average national standards compliance proportions for high risk of harm cases – on same lines as general basket measure at 4 above but including proportion of cases where appointments actually <u>took place</u> as well as just <u>arranged</u>.</p>	<p>SPM 23: Data collection arrangements to be determined.</p> <p>SPM 24: To be introduced once data is available from OASys</p>
<p>Drugs</p> <p>25. The proportion of those offenders for whom drug misuse is a criminogenic factor who are on a recognised drugs intervention (e.g. DTTO, drug abstinence order, drugs programme) in the course of their supervision.</p>	<p>To be introduced once data is available from OASys</p>
<p>Accredited programmes</p> <p>The timing of the introduction of SPMs 26-29 will depend on progress on the rollout of accredited programmes.</p> <p>26. Proportion of offenders commencing orders and licences who go on accredited programmes:</p> <p>(a) Proportion of all such offenders;</p> <p>(b) from 2003-04 proportion for those offenders who have OASys scores above a certain level.</p> <p>27. Number of offenders completing accredited programmes (i.e. number of people completing, to complement the “satisfactory completions” measure in SDA 3).</p> <p>28. HMIP implementation quality rating (IQR) for delivery of accredited programmes.</p> <p>29. Number of offenders completing accredited drug misuse programmes. Target: 6,000 completions in 2003-04 nationally; corresponding targets to apply to individual areas.</p>	<p>Data relevant to accredited offending behaviour programmes will be collected through IAPS (interim accredited programme software)</p>
<p>Value for money and efficiency</p> <p>30. Ratio of total commencements of orders and licences to total (weighted) staff.</p>	
<p>Stakeholder views and customer satisfaction</p>	

31. Satisfaction surveys of others CJS stakeholders (e.g. police, other Crime and Disorder Act partners); partnership agencies; victims.	
Other Measures	To be determined
32. Bail information (measure to be defined).	

You can contact us at the following addresses:

Chief officer

Heather Harker
Head Office
National Probation Service
South Yorkshire
45 Division Street
SHEFFIELD S1 4GE

Telephone: 0114 2766 911

Chair of the probation board

Beryl Seaman JP
45 Division Street
SHEFFIELD S1 4GE

0114 2766 911

Barnsley division

Court House
Churchfields
BARNSLEY S70 2HW

Telephone: 01226 243331

Doncaster division

34 Bennetthorpe
DONCASTER DN2 3HU

Telephone: 01302 730099

Rotherham division

Orsborn House
1/2 Highfield
Doncaster Road
ROTHERHAM S65 1EA

Telephone: 01709 364774

Sheffield division

3 West Bar
SHEFFIELD S3 8PJ

Telephone: 0114 272 6477

Hostels division

Town Moor Hostel
38/42 Christchurch Road
DONCASTER DN1 2QL

Telephone: 01302 739127

Rookwood Hostel
Doncaster Road
ROTHERHAM S65 1NN

Telephone: 01709 361001

Norfolk Park Hostel
100-108 Norfolk Park Road
SHEFFIELD S2 2RU

Telephone: 0114 272 1950

Community punishment

Yarborough Terrace
Bentley
DONCASTER DN5 9TH

Telephone: 01302 787758

Masborough Street
ROTHERHAM S60 1HW

Telephone: 01709 564424

269 Pitsmoor Road
SHEFFIELD S3 9AS

Telephone: 0114 2725058

Prisons

HM Prison & YOI Doncaster
Marshgate
DONCASTER DN5 8UX

Telephone: 01302 760870

HM Prison Lindholme
Bawtry Road
Hatfield Woodhouse
DONCASTER DN7 6EE

Telephone: 01302 848700

HM Prison & YOI Moorland
Bawtry Road
Hatfield Woodhouse
DONCASTER DN7 6BW

Telephone: 01302 351500

HM Young Offender Institution
Thorne Road
Hatfield
DONCASTER DN7 6EL

Telephone: 01405 812336