

Nottinghamshire Probation Area



NOTTINGHAMSHIRE



Public Protection – Crime Reduction – Rehabilitation

Annual Report 2007-2008

NOMS National Offender
Management Service
Working together to reduce re-offending



Contents

Introduction	1.4
Aims of the National Probation Service & NOMS	1.4
Nottingham Probation Area Mission and Vision	1.4
Names of Board Members and Official Contact Address	1.4
Management Commentary Part 1: Operational and Performance Review	1.5
A. Enablers	1.5
Leadership	1.5
Diversity	1.6
Policy, Strategy and Processes	1.7
People Management	1.13
Partnerships and Resources	1.16
B. Results	1.20
Customer Results	1.21
People Results	1.21
Key Performance Results	1.21
C. Workload and Activity Statistics	1.23
D. Glossary	1.24
Management Commentary Part 2: Financial Review & Remuneration Report	2.1
Statutory Background	2.1
Accounts	2.1
Principal Activities	2.1
Pension Liabilities	2.2
Appointments	2.2
Public Interest	2.2
Management	2.2
External Accountability	2.3

Post Balance Sheet Events	2.3
Statement of Accountable Officer's Responsibilities	2.5
Statement of Internal Control	2.6
Independent auditor's report to the Members of Nottinghamshire Probation Board	2.10
Opinion on the financial statements	2.10
Respective Responsibilities of Accountable Officer and auditors	2.10
Basis of audit opinion	2.11
Opinion	2.11
Conclusion on arrangements for securing economy, efficiency and effectiveness in the use of resources	2.12
Accountable Officer's Responsibilities	2.12
Auditor's Responsibilities	2.12
Conclusion	2.12
Certificate	2.12
Operating Cost Statement	2.13
Balance Sheet	2.14
Cash Flow Statement	2.15
Notes to the Accounts	2.16
Accounts Direction	2.32

Introduction

Aims of the National Probation Service

- Protecting the public
- Reducing re-offending
- The proper punishment of offenders in the community
- Ensuring offenders' awareness of the effects of crime on the victims of crime and the public
- Rehabilitation of offenders

Nottinghamshire Probation Area Mission and Vision

<p>Our Mission – what we do</p> <p>We protect the public of Nottinghamshire and reduce crime by punishing and rehabilitating offenders.</p>	<p>Our Vision – where we aim to be</p> <p>We will be a top performing organisation within the crime reduction and public protection network, serving the people of Nottinghamshire</p>
--	---

Nottinghamshire Probation Board

Marina Road
Castle Marina
Nottingham
NG7 1TP
Telephone: 0115 840 6462
www.probation.homeoffice.gov.uk

Members

Mrs Christine Goldstraw (Chair)
His Honour Judge Jonathan Teare
Mrs Emma Burnett
Mr Byron Currie
Mrs Jane Geraghty (Chief Officer)
Mrs Kamaljit Gill
Mr Jeffrey Grant
Mr Paul Grant
Mrs Bonnie Jones
Mrs Catherine McLaughlin
Mr Keith Sudbury
Mrs Jane Thompson
Professor David Ward

Secretary to the Board: Mr Derek Owen
Treasurer to the Board: Mrs Shirley Newbold

Management Commentary Part 1: Operational and Performance Review

A. Enablers

A 1. Leadership

The Area is led by the Chief Executive Team, consisting of the Chief Officer and three Directors. The secondment of the Director of Interventions to another government organisation provided an opportunity to restructure the Chief Executive Team and the wider Management Team to reflect a changed environment and new requirements.

The Director of Operations (also Deputy Chief Officer) is supported by three Deputy Directors responsible for Court Services, Offender Management, seconded Prison Teams, Approved Premises, Drug-related Services and Prolific and Priority Offender projects. Two of these Deputy Directors are responsible for geographical divisions, one for Nottingham City and Conurbation and one for the rest of Nottinghamshire County. The Director of Enterprise (Commissioning and Partnerships) is supported by an Assistant Director – External Relations, responsible for business development and communications, and an Area Manager, responsible for programmes, unpaid work, accommodation and benefits advice. The Director of Corporate Services is supported by an Assistant Director of Corporate Services and line manages the Treasurer/Financial Advisor who also reports to the Board. The Chief Executive Team, together with the Deputy and Assistant Directors and Area Manager, constitute the Management Team.

Approximately 45 first line and middle managers, including Senior Probation Officers, specialist Section Heads and Unit Administration Managers, together with the Management Team, form the Senior Staff Group. Leadership is also demonstrated by specialist staff or champions as in the case of the Black Staff Group, Equal Abilities Staff Group, National Association of Asian Probation Staff, ABPO (formerly the Association of Black Probation Officers), Lesbian, Gay, Bi-sexual and Transgender groups and by trade union representatives of the National Association of Probation Officers and UNISON. Other trade unions also represent staff.

Besides regular Chief Executive Team, Management Team, Directorate and Senior Staff Group and Local Joint Panel meetings with staff representatives, leaders have engaged directly with staff and stakeholders through team and office visits and focus group discussions. During 2007/09 these were used particularly to engage staff in implementing a financial recovery plan and in improving the cost-effectiveness of unpaid work.

The Chief Officer met a representative group of offenders to discuss their expectations and ways of improving services. Offenders who had benefited from a pilot mentoring service attended a Board meeting to give direct feedback on the value of this initiative.

In all the partnerships in which Nottinghamshire Probation Area participates the Chief Executive and Management Teams give priority to representing the organisation on inter-agency boards and executive bodies, to ensure that all opportunities are exploited to convey and implement the mission and vision. The Area was represented at a senior level on the Supporting People Board, the Youth Offending Service Management Board, the Drug and Alcohol Action Team Board for Nottinghamshire and the Nottingham City Crime and Drugs Board, at each of the County Crime and Disorder Reduction Boards and the Nottinghamshire County Community Safety Board. We are represented at senior level in

both the County and City Local Area Agreement structures and played a full part in developing relevant targets. The Chief Officer chaired the Multi-agency Public Protection Arrangements (MAPPA) Strategic Management Board. Members of the Chief Executive Team represented the Area in key roles in the Local Criminal Justice Board for Nottinghamshire including chairing sub-committees on Diversity Issues and Performance and Delivery.

Members of the Chief Executive Team have been involved closely in specific improvement actions such as those relating to performance on offender compliance with supervision, and staff attendance management. The Chief Officer led cross-grade initiatives e.g. to improve offender access to health services. The Director of Corporate Services meets staff support groups quarterly.

Performance is managed within the three Directorates through team and individual staff plans aligned to the Area Business Plan, supported by regular reporting by the Performance Officer and Management Information Systems Team. The Chief Officer has taken a direct, personal interest in any continued area of under performance and in identifying possible solutions. During the year NPA introduced its first staff recognition scheme culminating in an awards ceremony in November 2007.

The HMIP Offender Management Inspection in April 2007 found that that “there had been a clear and deliberate plan to develop and focus on performance and meeting targets”. And that “information systems had been developed to enable speedy feedback to middle managers where performance fell short of the target”. Throughout 2007/08 the Area maintained its position as a 3-star service, rated as “good”.

A 2. Diversity

Since the revision of the Race Equality scheme in 2006, the completion and implementation of the Area’s Disability and Gender Equality schemes NPA has continued to strive to embed equality and diversity into every area of its work.

In May 2007, NPA, with other partnership agencies, held a recruitment and community engagement event to raise awareness of their respective agencies, and encourage applications, particularly from Black and Minority Ethnic groups.

The action plans for the Race and Disability schemes were reviewed and published. The current Race Equality scheme 2006-2008 is under review along with the action plan from the 2007 Gender Equality scheme. Work is currently being undertaken to incorporate the Race, Disability and Gender schemes into a single equality scheme including the Diversity and Equality strategy action plan.

Work has been undertaken to engage more closely with our internal and national staff support groups (ABPO, BSG, LGBT, NAAPS, and NDSN). A quarterly forum has been established for the convenors of the staff support groups to meet the Director of Corporate Services (Diversity Lead), to raise issues affecting staff and service delivery, seeking and implementing solutions to rectify the issues identified.

Work started on Equality Impact assessments (EIA) continued in 2007/08 with initial screenings being undertaken on 23 documents. The templates and guidance notes were further revised following the publication of documents from the Ministry of Justice and

consultation with other diversity leads. These documents have been rolled out through three briefing/ practical training events co-delivered by the Diversity Managers of Nottingham and Northamptonshire.

The Diversity Steering Group, chaired by a Board Member, continue to meet bi-annually to guide the diversity and equality agenda and monitor and review issues arising from equality impact assessments for staff and service delivery.

NPA celebrated equality and diversity during Diversity Week in November 2007 with teams across the area being involved in activities, training and awareness events.

An information pack introducing Equality and Diversity Awareness was launched during new staff inductions from June 2007. The pack has been revised and issued to all staff via the intranet system and the Senior Staff Group in January 2008. Mandatory training "Valuing Equality and Diversity" was rolled out during January 2008, with a series of other diversity events being incorporated into the training plan for 2008/09.

With the support of the personnel and staff development sections and the performance officer, systems have been established to ensure recording and monitoring of diversity data relating to staff, offenders, and victims. These aspects have also been incorporated into offender satisfaction surveys and focus groups.

The area has continued to be represented on a number of partnership groups and or/ been the lead in setting up groups requiring a diverse cross section of representation from our stakeholders in statutory, voluntary and community organisations. The Partnership Reference Group, including representatives of diverse community groups, was established to provide guidance on NPA policy, implementation and communication processes.

A 3. Policy, Strategy and Processes

A 3. 1 Offender Management

The Service ensured that end to end Offender Management Phases I, II and III were implemented.

During 2007 the Nottinghamshire Probation Area demonstrated:

- In line with the NOMS plan and timetable for Phases I,II and III, common working practices and joint management arrangements for Prolific and Priority Offenders and High Risk Offenders and Intermediate Public Protection cases in custody or released into the community, developed and agreed with local prisons.
- Investment in video conferencing equipment to enable Offender Managers to chair sentence planning and review meetings more effectively.
- MAPPA registered cases managed jointly by the Probation Service, Police and Prison Service.
- A continued strategic and operational contribution to the implementation of the Nottingham City Community Justice Court.
- Continued development of competency-based roles within offender management units, particularly for the Probation Service Officer grade. This grade of staff is becoming

experienced in taking on the offender manager role with appropriate cases, thereby enabling a fully integrated 'end-to-end' supervision approach.

- Several mentors employed by the Service, to support those offenders who require additional assistance in complying with the condition of their order or licence.

Progress was made in improving the timeliness and coverage of OASys assessments through an Area-wide Offender Management middle manager meeting; specific team and individual targets relating to this area of work; training events for Senior Probation Officers and Offender Managers and; SPO monthly OASys audit and improvement meetings.

NPA took part in a national pilot of a revised offender group reconviction score (OGRS) and a joint project with Nottingham Trent University to survey staff views of their OASys and eOASys development needs.

Revised guidance was issued to managers and staff on dealing with recalls to custody of offenders on licence.

An exercise was carried out to ensure that cases were allocated to the correct resource "tier", based on risk of harm and risk of reoffending. The HMIP Offender Management Inspection found 90% agreement with the allocation of cases.

Public Protection and Safeguarding Children

The new national MAPPA Guidance was implemented across Nottinghamshire with training for staff provided on a multi-agency basis.

A Prison Governor was seconded to the MAPPA Unit making it the first unit in England and Wales to have representation from all three responsible authorities.

A MAPPA Administrator was appointed to implement the robust management of Level 2 case risk management discussion minute taking across the Area.

Nottinghamshire Probation Area continues to be represented on the City and County Safeguarding Boards and staff continue to receive appropriate Safeguarding Children training.

Victims

During the year the Victim Contact team consistently exceeded its performance target, achieving 95% of victims contacted within the required timescales above the target of 85%. The team was involved with 441 new victims, and continued to work with over 1,000 with whom we have ongoing contact.

The team continues to help victims to understand the Criminal Justice System and to make an input to decisions about release and licence conditions. This year a new system of Victim Personal Statements was put in place to allow victims to have a direct input to decisions made by the Parole Board, and we have enabled victims to take advantage of this. The team has also worked closely with the MAPPA Unit to manage the risks presented by offenders, and to ensure that victims' voices are heard in risk management discussions.

Services to Courts

Prompt enforcement of orders by staff saw us become a top performing area in meeting government end-to-end enforcement targets (from point of breach of an order to resolution by the court) and current improvement programmes look to build on this further across the LCJB. A flexible approach to report writing has ensured that same day reports by the probation area were provided to the court in over 36% of cases by the end of the year.

The Director of Operations led strategic and operational discussions with sentencers and electronic monitoring providers on increasing sentencer confidence in the use of tagging, to support curfews as a stand alone disposal or as part of a community order.

Data on pre-sentence report proposals and disposals was discussed with sentencer representatives and guidelines were issued to staff on the circumstances in which a suspended sentence should be proposed.

A Community Justice Courts initiative, focussing on the St Anns and Aspley areas of the city was implemented successfully. Probation staff were instrumental in enabling that success and we look forward to building on this relationship in the coming year and extending the initiative to other areas of the county.

Prolific and Priority Offenders (PPOs)

The PPO initiative continued to consolidate and build on its work by exceeding its first year Local Area Agreement (LAA) stretch milestones towards reducing re-offending in the city by 2,037 offences, and in the county; referring and retaining offenders in treatment.

A premium service continued to be provided to offenders on the scheme. An independent evaluation of the initiative concluded that the Sherwood Project has an excellent reputation and drug-using offenders receive high quality support, including early assessment, rapid prescribing and access to relevant services, as well as robust and rigorous application of breach and recall processes. The PPO Scheme is well placed to meet the Government's Drug Interventions Programme alignment of service standards with full support and engagement of all partners.

In conjunction with partners, the Area reviewed the governance and operation of the Prolific and priority Offenders (PPOs) scheme, including involvement of Crime and Disorder Partnerships and a review of the arrangements for selecting and targeting PPOs.

Learning from the project has informed the development of work with the police in extending the model of co-operative management of offenders to those managed in mainstream field teams (General Offender Management).

Drug Rehabilitation Requirements (DRRs)

Nottinghamshire DRR Teams have been integrated further into the Drug Interventions Programme and its aims of breaking the cycle of drugs, crime and prison. Co-located one-stop services are being delivered by drug workers, alternative therapy, accommodation, education and benefits providers who work closely with Probation Offender Managers. The City DRR team is an integral part of the Nottingham Crime & Drugs Partnership Adult

Drug Offender Team vision and is fully committed to working with its partners to encourage offenders into drug treatment in order to reduce their offending. The integrated team has been established recently in a single office in the city centre. This will allow the potential to build on that vision and bring a greater impact to our work in reducing re-offending.

Approved Premises

Three Approved Premises in Nottinghamshire provide accommodation predominantly for offenders judged to pose a potentially high risk of harm following release from custody. This provision ensures that those released from custody subject to a statutory licence can be managed more safely and under a greater level of control to enhance public protection.

The area exceeded all targets in maintaining a high level of occupancy, with high risk offenders managed safely. A positive working partnership with NACRO locally has also enabled those who successfully complete periods of hostel residence to move on to semi-independent living that is supported and managed by NACRO support staff and a seconded Probation Officer.

The Area tendered its night waking service for Approved Premises but decided to retain existing arrangements based on quality and cost.

Prisons

NPA seconded staff to work in four prisons in the Area; Ranby, Lowdham, Nottingham and Whatton.

In all prisons probation staff have been centrally involved in supporting the development of the 'end-to-end offender management model'. This requires probation staff to take a key role alongside prison staff in planning the expectations placed on prisoners for activities and courses to be completed during the sentence.

Competing demands for Probation Officer staff has meant that we have had to increasingly focus their work on Public Protection and Offender Management activities, but the area has been able to respond at Lowdham and Ranby to requests to provide group-based cognitive treatment programmes to enhance the regimes of prisoners.

A 3. 2 Reducing Reoffending Pathways

Mental and Physical Health

The multi-agency Criminal Justice Health Services Steering Group, chaired by the Chief Officer and well-attended by criminal justice and health service representatives, continued its work on identifying offender health needs and taking action to improve offender access to health services. An agreement was reached by partners to review any serious incidents, including the death of offenders who are also accessing health services or who are involved with the County or City Drug Alcohol Action Teams (DAATs), or in local prisons.

Preventative, curative and palliative mental and physical health services were mapped by a multi-agency, multi-grade group across the Nottinghamshire area. A pilot health screening tool, designed to identify any significant gaps in either the provision of health

services or in the knowledge base of Probation staff, was completed between July - December 2007. The Service made a significant contribution to a national Health and Wellbeing survey, comparing a sample of offenders access to health services with that of the non-offending population, undertaken by the University of Lincoln

Regular mental health signposting clinics have been provided in each office by local mental health services. A guidance leaflet for practitioners on referral to local mental health services was developed by the Community Forensic Service and disseminated to staff along with leaflets on other health services.

Plans were made to develop an Alcohol Treatment programme as a requirement in a community order to be offered to sentences. New Alcohol Worker roles were developed to support offender managers in assessing needs and making proposals for alcohol treatment requirements.

Accommodation and Support

The Accommodation and Benefits Unit has continued to assist offender managers in working with offenders who experience these fundamental problems. Good working relationships continue to be maintained with the Supporting People organisation in both the City and the County. This has contributed to a remodelling of services for offenders, resulting in an increase in capacity of accommodation for higher risk offenders.

Service Managers attended District Planning and Homelessness Strategy meetings to ensure that the needs of the offenders are recognised in current strategic reviews. The second phase of the Nottingham Single Homelessness Gateway was implemented in November 2007.

Implementation of a Prison Link scheme in both the city and county, funded by Supporting People was launched in December 2007. The aim of this pilot is to assess the housing and benefits situation of prisoners sentenced in Nottinghamshire and help prevent homelessness and the build-up of rent arrears.

A Probation Service Officer post was established to screen and refer offenders to the Clear Springs accommodation and support scheme. A review of targeting criteria for this facility will be undertaken in 2008/09.

Finance, Benefits and Debts

A benefits and debt advice line continued to operate to support offender managers' work with the high proportion of offenders who are dependent on social security benefits or who are in debt. 70% of offenders on supervision in Nottinghamshire were assessed as having financial problems linked to their offending. Accommodation and Benefits managers were involved in the development of the Nottingham City Debt Advice Project and of protocols with the Citizens' Advice Bureau for access to advice on complex debt cases. A debt protocol with Nottingham City Council to reduce the use of bailiffs for recovery of Council Tax arrears and of evictions because of arrears has delivered positive outcomes for offenders and the Council.

The Unit experienced staffing vacancies in the last quarter that led to extensive negotiations being undertaken to re-model and re-invigorate this area of work.

Attitudes, Thinking and Behaviour – Programmes

NPA exceeded again the area target (401) with 413 successful accredited programme completions. The Integrated Domestic Violence Programme and the Internet Sex Offenders Programme are now well established in the suite of accredited programmes available to sentencers and offender managers for targeted offenders. The Programmes Team has prioritised work on risk and offence-specific programmes and introduced efficiency savings, including work on combining the City and County programmes calendar.

Education, Training and Employment (ETE) and Skills for Life

In 2007/08 the Access Team exceeded the target for offenders sustaining employment for four weeks by 13%. In February the Access Team achieved Matrix accreditation with the assessment report highlighting the excellent management and high quality information, advice and guidance (IAG) delivery by our experienced and competent staff. The organisation's mentor scheme, in which one mentor works within the Access Team supporting offenders gaining education, training and employment was also recognised by a Howard League award. Partnership funding from Next Step and the County Council has also been extremely effective in supporting offenders sustaining employment.

Referrals of offenders to basic skills intervention exceeded the target by 3% and 257 awards were achieved by offenders. The PALS team gained accreditation by the Edexcel examining body. English for speakers of other languages tuition is now available in all teams for offenders with a wide range of first languages.

The HMIP/OFSTED inspection in 2007, which included a thematic focus on employment, training and education, awarded a Grade 2 OFSTED "good" status for this area of work.

Unpaid Work

The national target for successful completion of orders was once again exceeded by 15% across the Area, Unpaid Work teams continued to engage with local authorities and local communities to work on Community Payback projects, which have made demonstrable changes to local neighbourhoods, for example, participation in clean-up campaigns in Weeks of Action in areas of high crime and deprivation. The Area played a full part in the Regional Unpaid Work Pathfinder project, using this experience to improve the quality of the scheme and introduce efficiency improvements and changes in practice. In the light of this, Nottinghamshire Probation Area Board agreed not to go out to the market for unpaid work delivery at this stage, but to consider applying the Best Value Framework when this became available.

NPA led the development of a regionally applicable Unpaid Work specification based on the best practice identified by the Regional Pathfinder Project and was central to the arrangements for consulting stakeholders on the draft specification.

A 4 People Management

A 4.1 Staff Planning

Approximately 680 staff work for NPA and 50 are seconded to partner organisations including the Ministry of Justice, the Youth Offending Service and the four prisons in Nottinghamshire. Staff working in the Criminal Justice Interventions Team, Prolific and Priority Offender Units, Education and Basic Skills and Multi-Agency Public Protection Arrangements work alongside officers from the Police, Health and Drug Services and sub-contracted voluntary organisations.

69% of staff are female; 31% are male. The organisation's policy is to encourage the recruitment of male staff to operational roles to better reflect the gender profile of supervised offenders, 87% of whom are male. However, the trend towards female staff continues.

The race and ethnicity breakdown of staff is 83.5% white and 16.5% from black and minority ethnic groups (including 10.7% black, 4.2% Asian, 1.6% mixed race/other group). This breakdown demonstrates a close fit with the profile of the offenders dealt with by the organisation through court services and community supervision. NPA is proud of the diversity of its staff, with minority groups represented at all levels of the organisation.

The organisation is currently applying for Investors in People accreditation, and is committed to self-assessment and implementation of continual improvement actions to achieve the Investors in People standards over the next few years.

Based on analysis of work intake and caseload the Director of Offender Management worked with the Assistant Director responsible for human resources on a plan to develop the Offender Management role of Probation Service Officers (PSOs). The aim was to enable PSOs to take on management of a greater number of low risk cases, releasing capacity for Probation Officers to focus on higher risk cases. The approach included design of job descriptions, assessment and appointment of appropriate staff and development and implementation of a curriculum of training for Offender Manager PSOs, including assessment and supervision planning.

A 4.2 Staff Development

The annual training plan was approved by the Board in June 2008 and during 2007 the Service delivered the majority of needs identified in the plan; delays in the development or receipt of some national products prevented the progression of some of the stated learning needs. Overall we delivered a comprehensive programme of training interventions which has enabled our staff to complete required mandatory training as well as providing other developmental opportunities.

This year has seen the continued delivery of mandatory interventions such as Induction for New Staff and Introduction to Safeguarding Children events, as well as the commencement of a 'Valuing Equality and Diversity' training event for all staff.

Where possible the Service has collaborated with other areas and regional partners to ensure the efficient and cost effective delivery of training. Joint working with the Prison Service has continued to deliver training on the Offender Management Model. We have

continued to work with, and support, partnership agencies, which ensures that we are able to provide the appropriate level of trainer support for the delivery of interventions and to secure training places for our staff.

Delivery of the Management Learning programme to all managers was completed August 2007.

Training interventions to support the implementation of both local and national strategies during the year have included Alcohol Awareness / AUDIT training and Offender Management Phase III.

Investment in Probation Service Officer (PSO) training has continued by:

- ensuring that the Service uses all the available places offered to us on the regional PSO Core Development Programme
- 4 PSOs successfully attaining the higher education Certificate in Community and Criminal Justice, with a further 4 due to attain this during 08/09
- Participation in a pilot scheme to provide Government opportunities for PSOs to obtain NVQ level 3 in Community Justice

Four Trainee Probation Officers successfully completed their qualifying training in October and secured employment with the Service as newly qualified Probation Officers. We currently have 15 trainee Probation Officers - 5 second year and 10 first year trainees.

The Management Information Systems training team has continued to provide a rolling programme of training for both new and current staff on the main offender information systems, as well as providing training on the Workload Measurement Tool, the database for Accredited programmes, and the system for the joint management of violent and sex offenders within the Criminal Justice Sector. This supported the implementation of the VISOR system within Nottinghamshire as part of the national implementation programme. In addition NPA has supported training on other generic IT systems (e.g. Excel, Access) for identified business users.

A 4. 3 Health and Safety

The Health and Safety Policy was reviewed in May 2007 and approved by the Board. It includes the statement of intent and objectives regarding health and safety and defines the responsibilities of the Board, Chief Officer, Management Team, Managers and Employees. The health and safety risks faced by staff are varied. Managers have a responsibility to assess the risks and implement suitable control measures.

The types of risk include but are not limited to:

- Violence and aggression
- Lone Working
- Musculoskeletal Injuries
- Slips, trips and falls
- Work related stress

Accidents and incidents are still under-reported in the Area. Health and Safety Committee members are working at improving this, along with all managers in the Area.

Accidents to staff during 2007/8

Type of incident	2006/7 Totals	2007/8 Totals	Number of Staff * 2007/8
Accident	24	20	650
Violent Incident	25	55	650
**RIDDOR reportable	2	1	650
Dangerous Occurrence	1	1	650

* Actual staff not Full-time Equivalents

** RIDDOR – Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

The level of accidents has decreased during the year. This may be due to under-reporting but the level of staffing has also decreased. There was a rise in the reported level of violent incidents. In order to address the issue of under-reporting, the reporting forms are to be re-designed in 2008/09.

Business Continuity

The Business Continuity Plan (BCP) was revised in December 2007 and re-issued to the Directorate and members of the BCP team. The plan was tested in 2007 and adjusted accordingly.

The BCP was activated in June 2007 when a suspicious package was discovered near a Mansfield Office. The BCP team met and liaised with staff on site in order to manage the situation.

A 4. 4 Internal Communications

Based on the Board communications strategy, and on commissioned research by a PhD research student, an internal communications plan was developed to improve top down, bottom up and horizontal communication channels and their effectiveness. Key components of the plan were; a “What’s Up” bulletin for top-down communication; a question and answer database; more structured staff focus groups for bottom-up communication, and; a staff newsletter for horizontal communication. Improvements to the Policy and Procedures database and the associated electronic Digest were also major components of the plan. Internal communications are incorporated in the annual Communications Plan which is monitored by the Board Standards Committee.

A quarterly staff newsletter (SNIP) was introduced in July 2007 to keep staff informed and engaged at a personal and organisational level. The newsletter is colourful and attractive, including photographs, personal news and light items, as well as more substantial articles on specific projects or initiatives. Staff achievements eg, personal qualifications and organisational awards are also included.

Communications staff organised the first staff Rewards and Recognition Scheme and Awards Ceremony. A continuing project is rationalisation and improvement of the Policies and Procedures database. Progress on this was hampered in 2007/08 by lack of resources. However, scope for improvement is expected to be better in 2008/09.

A 5 Partnerships and Resources

A 5. 1 Partnerships

A partnership strategy was approved by the Area Board in October 2007. The strategy combines a number of elements; systematic consultation with partner organisations in developing and reviewing Area Business Plans; a Partnership Reference Group to facilitate this consultation with voluntary and community organisations; development and maintenance of a database of partners for use in consultation and dissemination of information; a systematic process for monitoring, reviewing and evaluating externally funded projects and sub-contracted services. The partnership strategy is designed to be co-ordinated with the business planning and review cycle.

A stakeholder engagement plan drafted in summer 2007 identified priority actions relating to key stakeholders, eg, the Regional Offender Manager as commissioner of offender services; sentencers; offenders; other criminal justice agencies; and a range of statutory, private sector and voluntary and community organisations involved in providing specific offender services, eg, electronic monitoring; beneficiaries of unpaid work placements; health organisations involved in improving offender access to health services. An external communications plan supports partner information and engagement.

Formal terms of reference for the Partnership Reference Group were agreed in February 2008. The Group includes representatives of diverse groups including Nottinghamshire Black Initiative, Nottingham Race Equality Council and the Nottingham and Nottinghamshire Voluntary and Community Group networks. The Group has reviewed the draft Business Plan and the draft specification for Unpaid Work. The partner database is being developed so that it can be sorted by a partner's declared area of interest, eg, reducing reoffending pathways of employment, drugs, accommodation, etc, for use in tailored marketing information or consultation initiatives.

A quarterly review and evaluation process for externally funded projects and sub-contracts was initiated. The system includes consideration of financial, performance or other risks, eg, risk to reputation, or adverse equality/diversity impacts.

NPA continued its commitment to active participation in Local Area Agreements and Community Safety Agreements and Plans for 06-09 and 08-10, including achievement of stretch targets for reducing reoffending and participation in drug treatment by prolific and priority offenders and agreeing targets for reducing reoffending by all adults supervised by the organisation. This was done in conjunction with the Police, Drugs Services, Prisons and LAA partners with responsibility and resources for employment, accommodation, children and families, alcohol, etc.

Links have been established between all CDRPs and Offender Management Team SPOs, supported by a coordinating group including business development and performance information staff. The Business Development Unit started to develop methods of reporting reoffending and information on offending-related needs, eg, accommodation,

employment, alcohol treatment by district, to support local strategic groups in devising pathways out of offending.

A 5. 2 Finance

In 2007/08 NPA set and managed budgets to achieve a 10% reduction in spending, partly necessitated by implementation of a national Job Evaluation exercise resulting in significantly greater than expected staff costs. This was achieved without any redundancies, and has placed the organisation in a stronger position than many other Areas to face further demands in 2008/09 and following years.

NPA has complied with all statutory and Board-specified financial requirements. The Business Plan risk register and financial reports have been reviewed as planned by the Board, Audit Committee, Chief Officer and Management Team. The financial recovery plan was implemented, monitored and reviewed by means of all these processes and the expected deficit was avoided, achieving a balanced budget by the end of the financial year. The full year effects of cost saving action is estimated at £600,000 per annum. Savings were achieved with no known effects on key performance results.

During the year negotiations were completed with employee representatives to withdraw payment of the Essential Car User Allowance. The full compensation agreed with employees is included in the 2007/08 Accounts. There will be significant savings on the costs of travel expenses during 2008/09 and in all subsequent years.

All the Internal Audits which took place throughout the year have been summarised as "adequately controlled".

A 5. 3 Buildings, Materials and Equipment

Management of buildings, materials and equipment has been a crucial component in cost-saving, particularly in moving out of a large city office providing unpaid work for offenders. This has saved premises and associated material and equipment costs while enabling the organisation to maintain operational quality standards.

NPA continued to rationalise its estate and moved out of the Traffic Street office in September 2007. This has released a further £240,000 on a full year. For the past two years the Area has been reducing its estate in order to ensure value for money. The result of this process is that the estate will be very close to being as lean as it can be for the current priorities and functions NPA delivers.

The Headquarters building was altered internally to accommodate additional staff who were relocated from the Derby Rd & Castle Quay offices. Teams were also relocated within the Derby Road office.

Consultation has taken place with the Home Office Property Group to combine the three premises in Mansfield into one building that will support the operation requirements more efficiently. It is unlikely that these plans will come to fruition until 2009/10 at the earliest.

Five new contracts have been awarded by NOMS for Estates Management, Facilities, Refurbishment, Professional Services and an Accommodation Helpdesk. All these

services will be provided through a single point of contact Helpdesk which starts at the end of June 2008.

A 5. 4 Information, Information Technology and Knowledge Management

Information and Technology

In partnership with our IT Support Contractor we have:

- Continued with the roll-out of the Wide Area Network upgrade
- Updated all critical operational software – CRAMS & eOAsys
- Completed Microsoft Windows upgrades
- Implemented Video Conferencing at 5 sites
- Installed secure workstations for the VISOR project
- Provided 99% continuous operational service of workstations, printers & site connectivity
- Provided 98% 4 hour responses on all logged problems
- Recalled all laptops for rebuilding to comply with security requirements for Remote Access Services (RAS).
- Updated Assistive Technology equipment and services for users with special needs

Management Information Services

In partnership with our IT Support Contractor & NOMS we have:

- Suspended work for data migration from CRAMS to C-NOMIS & engaged with the project to migrate to the Delius case information system from CRAMS
- Provided local Helpdesk support for all critical operational applications
- Appointed an Information Security Officer specifically tasked to focus on Data Protection and subject access requests for Freedom of Information
- Initiated a project to achieve an Investors in People (IiP) Award
- Continued information updates on new system recording procedures
- Delivered all national and local management information reports accurately and on time
- Produced local performance reports, addressing all the key targets for the Area including the Regional Offender Manager SLA and national targets, and organisational risk.
- Appointed an Information Security Officer specifically tasked to focus on Information Security, Data Protection and Freedom of Information Act.

A 5. 5 Business Development/Best Value Reviews

The Business Development Unit supported operational managers in undertaking best value reviews of all sub-contracts, developing a standard template for these reviews. Staff were closely involved in the Regional Pathfinder Project to identify and promote best practice in unpaid work, playing a key role in developing a regionally applicable specification for unpaid work.

The Unit co-ordinated and administered a cross-grade assessment team, brought together to prepare a submission for a European Foundation for Quality Management Award, for which formal assessment will take place in July 2008.

The Unit designed and implemented a process for quarterly reviews and reporting of externally funded projects and sub-contracts.

Work continued in formalising and reviewing service level agreements with partners.

Tendering for night-waking cover for Approved Premises provided an opportunity to develop skills, knowledge and experience in procurement activity to European Union rules and standards.

A 5. 6 External Communications

The Communications Unit continued to support NPA in developing its profile with partners and with the general public. Articles on NPA activities were featured in every issue of the Local Criminal Justice board "NB" newsletter. Communications staff developed presentations for the Director of Interventions and Senior Probation Officers to use with partner organisations in engaging CDRPs on reducing reoffending and on the prolific and priority offender project.

Working with LCJB Communications Officers we took part in activities related to the Community Justice initiative for St Anns and Aspley including a Court Open Day and schools projects.

NPA hosted the McWilliams Lecture at the Galleries of Justice, celebrating 100 years of the Probation Service.

The Communications Officer gained effective publicity for our work with domestic violence perpetrators undertaking the IDAP programme through newspaper and television features.

The Web-site was improved to include key documents, more news stories and job vacancies.

The Communications Unit organised the stakeholder consultation event on the regional unpaid work specification.

A 5. 7 Audit

The work of the Nottinghamshire Area was monitored and audited by a statutory Audit Committee, with the following membership:

Board Members

Mrs Emma Burnett - Audit Committee Chair
Mrs Christine Goldstraw JP - Board Chair
Mr Eddie Patterson JP (up to February 2008)
Mrs Jane Thompson (from March 2008)
Mr Paul Grant
Professor David Ward

Co-opted Members

Mr Terry Needham

Officers

Mrs Jane Geraghty, Chief Officer
Mr Rob Moore, Director of Corporate Services
Mrs Shirley Newbold, Treasurer and Financial Adviser
Mr Derek Owen, Board Secretary

Other Attendees

Mr John Cornett, Audit Commission
Mrs Sally Smith, Audit Commission
Ms Anita Pipes, Audit Commission
Mr Gavin McArthur, Internal Audit

B. Results

Key Performance Results

The NPA continued to focus on performance, exceeding many of our targets and moving us towards our vision of being a top performing organisation, protecting the public, reducing crime and rehabilitating offenders.

The Integrated Probation Performance Framework (IPPF) was introduced nationally in 2007 to track and monitor area performance around 4 key areas; Targets and Measures, Quality measures, Business Standards and Awards, and User and Stakeholder Evaluation. Performance is divided into 4 main areas or domains:

- Public Protection
- Offender Management
- Interventions
- Organisational Capability

The IPPF is published quarterly and uses the following banding categories for overall results:-

4 Star ****	Exceptionally high performing Area; consistently achieving required standards and recognised for excellence.
3 Star ***	Good performing Area achieving the majority of required Standards and providing an effective service.
2 Star **	Inconsistent achievement of required standards and identified weaknesses within some operational services.
1 Star *	Poor performing Area failing to achieve the majority of standards or to provide a reasonable service.

Nottinghamshire achieved a **3 Star** banding each quarter during 2007.

The area had more targets to monitor and achieve in 2007/08 and we are pleased to report that at the end of the year NPA achieved 23 out of the 29 targets set in the IPPF.

Customer Results

	Target	Actual
Victim Contact : victims to be contacted within eight weeks of an offender receiving 12 months or more for a serious sexual or violent offence	85%	99%
Number of referrals to Learning Skills Council (LSC) basic skills provision	1099	1133
Number of unemployed offenders gaining employment against target.	Not set	517
Offenders under supervision sustaining employment for 4 weeks	344	390
Offenders living in settled and suitable accommodation at the end of their order or licence	Not set	83%

Complaints: In 2007/08 16 (+ 1 out of timescale) complaints were received, comprising 95 parts, of which; 59 were not upheld; 8 were partly upheld; 17 were upheld; 1 was withdrawn; 5 were out of timescale; and 5 were neither upheld nor not upheld.

People Results

	Target	Actual
Proportion of race and ethnic monitoring data on (a) staff and (b) offenders which is returned on time and using the correct (Census 2001) classifications	95%	99%
Reduce sickness absence in the National Probation Service to an average of 9 days per member of staff per year.	9 days	11 days

Key Performance Results

	Target	Actual
Reduce the rate of re-offending whilst under probation supervision; actual rate compared to predicted rate	Not set	-0.2%
Risk assessments, risk management plans, OASys sentence plans on Tier 4 offenders completed within 5 working days of the commencement /release (excludes PPO)	95%	97%
Risk assessments, risk management plans, OASys sentence plans on PPO offenders completed within 5 working days of the commencement /release	95%	96%
OASys assessments for all Tier 1 (where appropriate), Tier 2 and Tier 3 offenders completed and updated within the appropriate timescale	90%	86%

	Target	Actual
Pre Sentence Reports (PSRs) completed as below:		
• FDRs within 1 working day	90%	98%
• SDRs (not remanded in custody) by date set by the court	90%	97%
• SDRs when remanded in custody within 10 working days	90%	74%
• SDR (Crown Court) by date set by the court	90%	98%
The proportion of unpaid work offender days which are lost because of stand-downs	1.9%	0.1%
Number of successful Unpaid Work completions	1184	1364
Average 25 working days from unacceptable failure to comply to resolution of cases	65%	58%
Resolution of breaches of community penalties within 35 days	90%	100%
Initiation of breach proceedings within 10 working days	90%	96%
The percentage of arranged appointments which the offender attends in the first 26 weeks	85%	86%
The percentage of cases that reach the six months stage without requiring breach action	70%	67%
Orders and licences successfully completed	70%	68%
Offenders retained on DTTO/DRR for 12 weeks	75%	83%
Drug rehabilitation requirements starts	366	392
The number of accredited programme completions against target (excluding sex offender treatment programmes and domestic violence programmes).	341	343
The number of accredited programmes for domestic violence completed by offenders	30	40
The number of accredited programmes for sex offenders completed by offenders	30	30

C Workload and Activity Statistics

New Cases	2003-04	2004-05	2005-06	2006-07	2007-08
Generic Community Sentences (Incl. DRRs)	-	-	2,497	3285	3140
Community Rehabilitation Orders	1,755	1,888	661	69	23
Community Punishment Orders	1,541	1,462	758	140	73
Community Punishment & Rehabilitation Orders	298	387	222	92	39
Community Punishment hours ordered	235,311	186,006	252,673	240,130	247,915
Community Punishment hours worked	91,469	112,089	160,264	177,347	242,213
Drug Treatment & Testing Orders / Drug Rehabilitation Requirements	241	224	435	357	392
Pre-Release < 12 months	177	186	268	307	183
Pre-Release 12+ months	854	801	1,059	665	736
Post-Release	866	917	1,015	1110	1293

Reports	2003-04	2004-05	2005-06	2006-07	2007-08
Pre-Sentence / Standard Reports	3,882	3,311	5,273	3057	4012
Short Format / Fast Reports		680	426	1085	1418
Specific Sentence / Oral Reports	2,211	1,961	645	80	203

Victims	2003-04	2004-05	2005-06	2007-08	2008-09
Number of victims contacted within 8 weeks of sentence	451	424	457	429	420

Caseload As at 31st March	2004	2005	2006	2007	2008
Generic Community Sentences (Incl. DRRs)*	-	-	1744	1828	2184
Community Rehabilitation Orders	2199	1899	876	180	57
Community Punishment Orders	1377	1088	476	79	32
Community Punishment & Rehabilitation Orders				80	31
(Rehabilitation Element)	428	444	249	59	20
(Punishment Element)	315	304	118	23	10
Drug Treatment & Testing Orders / Drug Rehabilitation Requirements	163	173	238	193	222
Drug Abstinence Orders	16	15	-	-	-
Money Payment Supervision Orders	0	20	4	0	0
Suspended Sentence Supervision Orders	12	14	301	860	972
Other orders	64	14	42	34	20
Pre-Release	1341	1239	1317	1339	2256
Post-Release	625	811	793	662	986
Life	168	203	215	230	230

D Glossary

ABA	Accommodation and Benefits Advice	MAPPA	Multi-Agency Public Protection Arrangements
ABPO	Association of Black Probation Officers	MIS	Management Information Systems
		MoJ	Ministry of Justice
BCP	Business Continuity Plan	NAAPS	National Association of Asian Probation Staff
BSG	Black Staff Group	NACRO	Crime Reduction Charity
CDRP	Crime and Disorder Reduction Partnership	NDSN	National Disability Staff Network
CJA	Criminal Justice Act	NOMIS	National Offender Management Information System
CJIT	Criminal Justice Intervention Team	NOMS	National Offender Management Service
CRAMS	Case Record Administration and Management System	NPA	Nottinghamshire Probation Area
		NPD	National Probation Directorate
		NPS	National Probation Service
DRR	Drug Rehabilitation Requirement	OASys	Offender Assessment System
DAAT	Drug & Alcohol Action Team	OFSTED	Office for Standards in Education
eOASys	electronic Offender Assessment System	OGRS	Offender Group Reconviction Score
EIA	Equality Impact Assessment	OM	Offender Management
ETE	Employment, Training & Education	PALS	Positive Action for Learning Support (Basic Skills Team)
		PBA	Probation Boards Association
H&S	Health and Safety	PO	Probation Officer
HMP	Her Majesty's Prison	PPO	Prolific and other Priority Offender
HMIP	Her Majesty's Inspectorate of Probation	PSO	Probation Service Officer
HO	Home Office	PSR	Pre-Sentence Report
		RAS	Remote Access Services
IAG	Information, Advice & Guidance	RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
IAPS	Interim Accredited Programme System	ROM	Regional Offender Manager
IDAP	Integrated Domestic Abuse Programme	RRDP	Reducing Reoffending Delivery Plan
IPPF	Integrate Probation Performance Forecast	SDR	Standard Delivery Report
IT	Information Technology	SLA	Service Level Agreement
		SMB	Strategic Management Board
LAA	Local Area Agreement	SMT	Substance Misuse Team
LCJB	Local Criminal Justice Board	SPO	Senior Probation Officer
LGBT	Lesbian, Gay, Bi-sexual, Transsexual	TPO	Trainee Probation Officer
LSC	Learning Skills Council	UW	Unpaid work
		VISOR	Violent and Sex Offender Register
		YOT	Youth Offending Team

MANAGEMENT COMMENTARY PART 2:

FINANCIAL REVIEW & REMUNERATION REPORT 2007-08

Statutory Background

The National Probation Service for England and Wales was established by the Criminal Justice and Court Services Act 2000. Local probation boards were established in accordance with the police areas to implement the functions conferred on them through the Act. Each board is a corporate body, which came into existence on 1st April 2001.

Accounts

Each board is required under Schedule 1, paragraph 16(1) of the Act to make a report to the Secretary of State on the performance of its functions during each financial year, and prepare in respect of each financial year a statement of accounts.

Under Schedule 1, paragraph 16(2) of the Act, the Secretary of State has given direction as to:

- The information to be given in the report and the form, in which it is to be given;
- The time by which the report is to be made, and
- The form and manner in which the report is to be published.

Principal Activities

Nottinghamshire Probation Board covers the Nottinghamshire police area, as defined in Schedule 1 of the Police Act 1996, serving a population of just over one million people. During the year, the Board employed more than 500 staff that worked from premises in the main centres of population within the area.

Each board is to initially provide assistance to the courts in determining the appropriate sentences to pass, and making other decisions in respect of persons charged with or convicted of offences, and to assist in the supervision and rehabilitation of such persons.

The discharge of policies as established by the Ministry of Justice, are designed to ensure:

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

The Chief Officer (CO) is a statutory office holder appointed by the Secretary of State. The CO is the Accountable Officer for the Board and is accountable to the Director of Probation in his position as the Principal Accountable Officer (PAO) for the Probation Services. The PAO, in turn, is accountable to the Accounting Officer of the Ministry of Justice, who is directly accountable to Parliament for safeguarding public funds.

Pension Liabilities

Employees of the Board are members of the Local Government Pension Scheme. Details of pension arrangements are set out in Note 3 to the Accounts.

Appointments

The Chair, the Chief Officer, and other members of the board were all appointed by the Secretary of State in line with the Commissioner for Public Appointments "Guidance on Appointments to Public Bodies". The emoluments of these persons are paid for through Ministry of Justice funds.

In April 2005 the Lord Chancellor appointed His Honour Judge Jonathan Teare to the Board from among judges of the Crown Court. The emoluments of this appointee are also paid from Ministry of Justice funds.

Details of service contracts

Name	Role	Date of the contract	Unexpired term
Mrs Jane Geraghty	Chief Officer	1 April 2005	Not applicable
Mrs Christine Goldstraw	Chair	1 April 2007	Up to 2 years

Public Interest

The Board operates a policy of equal opportunities, regardless of gender, race, disability, or sexuality.

The Board observes the principles of the CBI "Prompt Payment" Code and aims to pay all approved invoices within 30 days. In 2007/08, 95% of undisputed invoices were paid within 30 days (*comparative: 92%*).

Management

The operational management throughout the year was carried out by the management board, which consisted of the following members:

Jane Geraghty (Chief Officer), Christine Goldstraw (Chair), and

Emma Burnett, Mr B A C Currie, Kamaljit Gill, Jeff Grant, Paul Grant, Bonnie Jones, Catherine McLaughlin, Eddie Patterson (to February 2008), Keith Sudbury, His Honour Judge Jonathan Teare, Jane Thompson, Professor David Ward (as members).

The Remuneration Report contains information about the management boards' remuneration.

External Accountability

Under paragraphs 16-17 of Schedule 1 of the Criminal Justice and Court Services Act 2000, the Board is required to send to the Secretary of State a report on the discharge of its functions during the year and its audited accounts. The Annual Report and Accounts will comply with the specific accounts directions issued by the Secretary of State with the consent of HM Treasury.

The Audit Commission has appointed the District Auditor as the external auditor for the Nottinghamshire Probation Board. Their Certificate and Report is included at Part 2 page 10.

Post Balance Sheet Events

There were no material events after the balance sheet date.

Remuneration Report

The remuneration for Board members is set by the Secretary of State for the Parent department, in the case of Chief Officers who are Crown employees, remuneration is determined by the Ministry of Justice through annual pay negotiation;

The pensions of Chief Officers are determined through the London Pension Fund Authority, which is part of the Local Government Pension Scheme;

Chief Officer's performance pay is determined by the Director of Probation against criteria set by the Ministry of Justice. There is no performance element for other Board members;

Board members are initially appointed for a term not exceeding three years, which may be extended for up to a further three years. The Secretary of State may give written notice of termination of service to Board members without a specified notice period. Board members may at any time resign office, giving written notice to the Secretary of State. Chief Officers are appointed as Crown Servants on a permanent basis and are subject to three calendar months notice in writing either way.

Remuneration

Name	Role	2007-08		2006-07	
		Salary £000	Benefits in Kind (to nearest £100)	Salary £000	Benefits in Kind (to nearest £100)
Jane Geraghty	Chief Officer	85-90	0	80-85	0
Christine Goldstraw	Chair	15-20	0	15-20	0
Emma Burnett	Board Member	0-5	0	n/a	n/a
Mr B A C Currie	Board Member	0-5	0	0-5	0
Kamaljit Gill	Board Member	0-5	0	n/a	n/a
Jeff Grant	Board Member	0-5	0	n/a	n/a
Paul Grant	Board Member	0-5	0	n/a	n/a
Bonnie Jones	Board Member	0-5	0	n/a	n/a
Catherine McLaughlin	Board Member	0-5	0	n/a	n/a
Terry Needham	Co-opted Member – Audit Committee	0-5	0	0-5	0
Eddie Patterson *	Board Member	0-5	0	0-5	0
Keith Sudbury	Board Member	0-5	0	n/a	n/a
His Honour Judge Jonathan Teare	Board Member	0-5	0	0-5	0
Jane Thompson	Board Member	0-5	0	n/a	n/a
Professor David Ward	Board Member	0-5	0	n/a	n/a

* The figure quoted is for the period April 2007 to February 2008. The full year equivalent is 0-5.

There was a significant change in membership from 1st April 2007 so comparatives do not apply where indicated n/a.

Pension Benefits

Name	Total accrued pension at aged 65 at 31 March 2008 & related lump sum	Real increase in pension & related lump sum at age 65	Cash Equivalent Transfer Value (CETV) at 31 March 2008	CETV at 31 March 2007	Real increase in CETV	Employer Contribution to partnership pension account
	£000	£000	£000	£000	£000	(to nearest £100)
Jane Geraghty (Chief Officer)	30-35 Plus lump sum of 90-95	0-2.5 Plus lump sum of 2.5-5	553 0	504 0	24 0	14,700 0

All Ministry of Justice appointed Board members receive non pensionable remuneration of £15.40 per hour from 1 April 2007, with the exception of the Chief Officer. Boards at their discretion may pay a travelling allowance and any other relevant expenses incurred.

Jane Geraghty
Chief Officer and Accountable Officer for the Board
26th June 2008

STATEMENT OF ACCOUNTABLE OFFICER'S RESPONSIBILITIES

Under the Schedule 1, paragraph 17(1) (b) of the Criminal Justice and Court Services Act 2000, the Secretary of State has directed the Nottinghamshire Board to prepare for each financial year, resource accounts detailing the resources acquired, held or disposed of during the year and the use of resources by the Board during the year. The accounts are prepared on an accrual basis and must give a true and fair view of the state of affairs of the Board and of its income and expenditure, recognised gains and losses and cash flows for the financial year.

In preparing the accounts, the Accountable Officer is required to comply with the requirements of the *Government Financial Reporting Manual* and in particular to:

- Observe the Accounts Direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgments and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the *Government Financial Reporting Manual* have been followed, and disclose and explain material departures in the financial statements, and
- Prepare the financial statements on a going concern basis.

The Secretary of State has appointed the Chief Officer as the Accountable Officer of the Board. The responsibilities of the Accountable Officer, including responsibility for the propriety and regularity of the public finances for which the Accountable Officer is answerable, for keeping proper records and for safeguarding the boards' assets, are set out in the Accountable Officers' Memorandum issued by the Secretary of State and published in *Managing Public Money* produced by HM Treasury. Under the terms of the Accountable Officers' Memorandum, the relationship between the Department's and boards' Accountable Officers, together with their respective responsibilities, is set out in writing.

Jane Geraghty
Chief Officer and Accountable Officer for the Board
26th June 2008

STATEMENT ON INTERNAL CONTROL

Scope and Responsibility

As Accountable Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of Nottinghamshire Probation Area's policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in the Financial Memorandum.

I am accountable to the Director of Probation. I and the staff of the Nottinghamshire Area work within the framework of policies and financial regulations provided by the National Probation Directorate.

The Area Business Plan, which is a key document, sets the aims and budgets for the Nottinghamshire Probation Area. It is approved by the Nottinghamshire Probation Board and the National Probation Directorate. Regular monitoring of financial performance against budgets and operational performance against targets takes place at local, regional and national level.

As the Chief Officer of Probation for Nottinghamshire I am involved in a number of significant inter-agency activities. These include partnerships with the Police on the management of dangerous offenders, partnerships with the Prison Service in the resettlement of offenders and a series of inter-agency partnerships involving criminal justice agencies, the National Health Service and Local Authority Services in relation to child protection, drug misuse, the administration of justice and the resettlement of offenders. I am a member of the Criminal Justice Board for Nottinghamshire, working with other colleagues in the criminal justice system.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable, and not absolute, assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of departmental policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Nottinghamshire Probation Board for the year ended 31 March 2008 and up to the date of approval of the annual report and accounts and accords with Treasury guidance.

Capacity to Handle Risk

The Nottinghamshire Probation Board meets at least eight times a year to consider the plans and strategic direction within the financial parameters made available through the National Directorate's funding formula. One of these meetings is a full day for planning and review with the Chief Executive Team. The Board approves the Area Plan and monitors its performance throughout the year. It also receives financial monitoring reports from the Treasurer. In 2007 the Board introduced a Standards Committee and a Performance Monitoring Committee in order to manage the Nottinghamshire Area more effectively.

The Board has adopted a suite of policies to promote sound governance and set the standards of operation and ethics against which the Area operates, examples being:

- Management Statement and Financial Memorandum
- Standing Financial Instructions
- Standing Orders
- Counter-fraud and corruption policy
- Whistle blowing policy
- Register of Interests

The Board has an Audit Committee which meets at least three times during the year. The minutes of that Committee are received by the Board. The Chair of the Audit Committee is also a member of the Probation Board.

The Audit Committee receives regular reports from Internal Audit and External Audit, which provide an independent opinion on the adequacy and effectiveness of the Board's system of internal control, together with recommendations for improvement. Further independent, periodic assurance upon the Board's operations is received from HM Inspectorate of Probation. The Audit Committee includes an independent co-opted member who has particular financial expertise.

The staff Learning and Development Plan is approved annually and is designed to support the work of the Area and its priorities as identified in the Area Plan. Nottinghamshire works jointly with other Boards in common areas for training. In addition to providing training to meet the learning needs identified in the Learning and Development Plan, managers are expected to ensure that other development opportunities such as coaching, mentoring, job shadowing, e-Learning and self instruction are offered and supported where appropriate.

The Risk and Control Framework

The Nottinghamshire Probation Board has adopted an organisational risk policy which provides the framework for the identification and management of organisational risk.

The policy involves the adoption and maintenance of a risk register which has been developed in consultation with the Management Team, the Probation Board and Internal Audit. I review the risk register at least quarterly and the reviews are discussed in the Audit Committee.

The risk register identifies the risk owner for each of the organisational risks, and in every case, the risk owners are either myself or members of the Management Team. I use my supervision sessions and accountability meetings with the Management Team to review the risks that are held by individuals.

In all cases where risks have been identified, actions are taken in relation to reducing the likelihood of that risk occurring.

The organisational risk management process forms part of the system of internal control and a developed framework has been in place all year. The structure and information on the risk register is reviewed by the Audit Committee and both the past and expected future movements in assessed risks are shown. The business risk management arrangements have been reviewed to take account of revised national guidance.

The reviews of the risks on the organisational risk register are integrated with the performance review reporting. The risk owners have monitored and revised quarterly the actions to be taken to address risk and performance deficits.

During 2007/8 the profile of information security has been raised nationally. I have not identified any particular problems during the year but the Area continues to respond to national advice. I have included a review of information security in the Internal Audit plan for 2008/9.

Review of Effectiveness

As Accountable Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the Nottinghamshire Probation Area who have the responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board and the Audit Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The Audit Committee reviews the organisational risk register regularly during the year. This ensures that the issue of risk assessment remains current and keeps pace with changes in the environment and changes in the organisational performance of the Area.

I have received satisfactory assurance of the effectiveness of the whole of the control environment for Nottinghamshire from independent assurance providers. However, during 2006/7 the pay review process included the introduction of replacement pay scales and job evaluation for all staff. The results of this review resulted in an overspend against the 2006/7 grant allocation which was carried forward to 2007/8. In order to address this, in March 2007 I presented an action plan to the Board. Regular monitoring against this plan has taken place in 2007/8.

During 2007/8 I identified that a small number of staff had been overpaid. As a result, I requested a full review of all staff payments for 2007/8 and previous years where necessary, to identify the extent of the overpayments. This identified that improvements were required in the arrangements for employment and payment of staff, and these have been implemented. I have included a review of these procedures in the Internal Audit plan for 2008/9.

Jane Geraghty
Chief Officer and Accountable Officer for the Board
26th June 2008

Independent auditor's report to the Members of the Board of Nottinghamshire Probation Board

Opinion on the financial statements

I have audited the financial statements of Nottinghamshire Probation Board for the year ended 31 March 2008 under the Audit Commission Act 1998. The financial statements comprise the Operating Cost Statement, the Balance Sheet, the Cashflow Statement, the Statement of Total Recognised Gains and Losses and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described as having been audited.

This report is made solely to the Members of the Nottinghamshire Probation Board in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 36 of the Statement of Responsibilities of Auditors and of Audited Bodies prepared by the Audit Commission.

Respective responsibilities of the Accountable Officer and auditors

The Accountable Officer's responsibilities for preparing the financial statements in accordance with the Criminal Justice and Court Services Act 2000 and directions made thereunder by the Secretary of State and for ensuring the regularity of financial transactions are set out in the Statement of Accountable Officer's Responsibilities.

My responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view in accordance with the accounting policies directed by the Criminal Justice and Courts Services Act 2000 and directions made thereunder by the Secretary of State. I report whether the financial statements and the part of the Remuneration Report to be audited has been properly prepared in accordance with the Criminal Justice and Court Services Act 2000 and directions made thereunder by the Secretary of State. I report to you whether, in my opinion, the information which comprises the financial review, included in the Annual Report, is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I review whether the Accountable Officer's statement on internal control reflects the Probation Board's compliance with HM Treasury's guidance on the Statement on Internal Control dated 22 December 2000. I report if it does not meet the requirements specified by HM Treasury or if the statement is misleading or inconsistent with other information I am aware of from my audit of the financial statements. I am not required to consider, nor have I considered, whether the Accountable Officer's statement on internal control covers all risks and controls. Neither am I required to form an opinion on the effectiveness of the Probation Board's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report, and consider whether it is consistent with the audited financial statements. This other information comprises only the unaudited part of the Financial Review and Remuneration Report, and the Operational and Performance Review. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinion

I conducted my audit in accordance with the Audit Commission Act 1998, the Code of Audit Practice issued by the Audit Commission and International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the Accountable Officer in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Probation Board's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that:

- the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared; and
- in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinion

In my opinion:

- the financial statements give a true and fair view, in accordance with the accounting policies directed by the Criminal Justice and Court Services Act 2000 and directions made thereunder by the Secretary of State, of the state of the Probation Board's affairs as at 31 March 2008 and of its net operating costs, recognised gains and losses and cash flows for the year then ended;
- the financial statements and part of the Remuneration Report to be audited have been properly prepared in accordance with the accounting policies directed by the Criminal Justice and Court Services Act 2000 and directions made thereunder by the Secretary of State;
- in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them; and
- information which comprises the financial review included in the Annual Report, is consistent with the financial statements.

Conclusion on arrangements for securing economy, efficiency and effectiveness in the use of resources

Accountable Officer's Responsibilities

The Accountable Officer is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in the probation board's use of resources, to ensure proper stewardship and governance and to review regularly the adequacy and effectiveness of these arrangements.

Auditor's Responsibilities

I am required by the Audit Commission Act 1998 to be satisfied that proper arrangements have been made by the Probation Board for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Audit Commission requires me to report to you my conclusion in relation to proper arrangements, having regard to the criteria for probation boards specified by the Audit Commission. I report if significant matters have come to my attention which prevent me from concluding that the Probation Board has made such proper arrangements. I am not required to consider, nor have I considered, whether all aspects of the Probation Board's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Conclusion

I have undertaken my audit in accordance with the Code of Audit Practice and having regard to the criteria for probation boards specified by the Audit Commission and published in December 2006, I am satisfied that, in all significant respects, Nottinghamshire Probation Board made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2008.

Certificate

I certify that I have completed the audit of the accounts in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.

John R Cornett – District Auditor

Audit Commission, Rivermead House, 7 Lewis Court, Grove Park, Enderby, Leics. LE19 1SU

June 2008

ACCOUNTS OF LOCAL PROBATION BOARDS IN ENGLAND AND WALES

ACCOUNTS DIRECTION GIVEN BY THE SECRETARY OF STATE IN ACCORDANCE WITH PARAGRAPHS 16(2) AND 17(1) OF SCHEDULE 1 TO THE CRIMINAL JUSTICE AND COURT SERVICES ACT 2000

1. This direction applies to the Local Probation Boards listed in the attached Appendix 1.
2. The accounts shall be prepared so as:
 - To give a true and fair view of the state of affairs of the board as at the financial year-end and of the net resource outturn, recognised gains and losses and cash flows for the financial year and have been properly prepared in accordance with the Criminal Justice and Court Services Act 2000;
 - To provide disclosure of any material expenditure or income that has not been applied to the purposes intended by Parliament or material transactions that have not conformed to the authorities which govern them.
3. Each board shall prepare a statement of accounts for the financial year ended 31 March 2008 and subsequent financial years, in compliance with the accounting principles and disclosure requirements of the Government Financial reporting Manual ("the FReM") issued by HM treasury and which is in force for the relevant financial year. In addition boards are required to comply with the National Probation Service Finance Manual which is in force for the relevant financial year. The statement of accounts shall be published within the report, which the board is required to make to the Secretary of State on the performance of its functions for the relevant financial year.
4. Compliance with the requirements of the FReM will in all but exceptional circumstances be necessary for the accounts to give a true and fair view. Any material departure from either the FReM or the NPS Finance manual should be discussed in the first instance with NOMS Finance.
5. A note setting out the relationship between the National Probation Service Finance Manual and the FReM is attached at Appendix 2.

John McGovern

John McGovern

On behalf of the Secretary of State for the Ministry of Justice

19 May 2008

Appendix 1

42 Probation Boards:

Avon & Somerset
Bedfordshire
Cambridgeshire
Cheshire
Cumbria
Derbyshire
Devon & Cornwall
Dorset
Durham
Dyfed-Powys
Essex
Gloucestershire
Greater Manchester
Gwent
Hampshire
Hertfordshire
Humberside
Kent
Lancashire
Leicestershire & Rutland
Lincolnshire
London
Merseyside
Norfolk
Northamptonshire
Northumbria
North Wales
North Yorkshire
Nottinghamshire
South Wales
South Yorkshire
Staffordshire
Suffolk
Surrey
Sussex
Teesside
Thames Valley
Warwickshire
West Mercia
West Midlands
West Yorkshire
Wiltshire

Appendix 2

APPLICATION OF THE GOVERNMENT FINANCIAL REPORTING MANUAL (FReM) ISSUED BY HM TREASURY TO THE ACCOUNTS OF LOCAL PROBATION BOARDS

The Ministry of Justice has issued advice on the preparation of local probation board accounts in a National Probation Service Finance Manual. This provides specific guidance on the application of the principles and disclosure requirements of the FReM to the circumstances of local Probation boards, including the following agreed interpretations:

1. There is no requirement to prepare a Statement of Parliamentary Supply or a Statement of Net Operating Costs by Departmental Aims and Objectives.
2. Monies received as grant-in-aid should be treated as financing and not as income.
3. The salary and pension entitlements of key managers should be appropriately disclosed.
4. Items may be added to or deleted from the above list only with the agreement of HM Treasury.