



NOTTINGHAMSHIRE

Nottinghamshire Probation Board

ANNUAL REPORT

2006-07

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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

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

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Members

Ms Kathy Alick
Mr Timothy Bell
Mr Keith Burd OBE, JP (up until Sept 06)
Mr Jeffrey Cohen
Mr Byron Currie
Mr William Dargue
Mr Issan Ghazni
Mrs Christine Goldstraw (Chair)
His Honour Judge Jonathan Teare
Mrs Jane Geraghty (Chief Officer)
Ms Jo Kirkby
Mr Eddie Patterson JP
Sir Dennis Pettitt
Dr Peter Pratt JP
Mrs Bettina Wallace

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

Management Commentary Part 1: Operational and Performance Review

A. Enablers

Leadership and Management

The Area is led by the Chief Executive Team comprising the Chief Officer and the three Directors who manage the Offender Management, Interventions and Corporate Services Directorates established in 2005/6. The Chief Executive Team meets formally approximately every two weeks. The three Directors attend each Board meeting along with the Chief Officer, and are held directly accountable for performance. The Management Team consists of the Deputy and Assistant Directors, and Treasurer, as well as the Chief Executive Team, and meets on a monthly basis.

This year a nine-day management learning programme for every line manager was approved by the Board in order to unlock potential and develop the organisation through its people. The programme covered the key areas of performance management, attendance management, leadership, change management, motivating teams and health and safety. The programme has been well received by managers and in the recent HMIP inspection the middle manager group has received very positive comments from the staff they manage.

The Area's Business Plan was developed in conjunction with the Regional Offender Manager for the East Midlands and Local Authority and Criminal Justice Partnerships. The plan was reviewed quarterly by the Board, including identification of risks and of action to manage or mitigate these.

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 Disorder Board and at each of the four County Crime and Disorder Reduction Boards and the County Safety Board. We are represented at senior level in both the County and City Local Area Agreement structures and play a full part in developing related 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 staff attendance management and offender compliance with supervision requirements. As a result the Area has progressed from 11th position in March 2006 in the national weighted scorecard ranking (32nd in March 2005) to 5th in March 2007. The Area is one of only three that are banded as 4 star in the new Integrated Probation Performance Framework (IPPF).

Diversity

The Board appointed a Diversity Manager to ensure compliance with statutory diversity requirements and to maximise the responsiveness of the organisation to the needs of minority groups, both in service delivery and as an employer.

A Diversity Steering Group was established including Board members, executive officers and representatives of partner agencies. The Diversity Strategy for 2005-7 was reviewed and a new Equality and Diversity Strategy is in preparation.

A Diversity Working group, also involving representatives of external organisations, was formed to undertake impact assessments of Area policies and procedures, for which training was delivered. Fourteen initial screenings or impact assessments have been completed and recommendations based on these are being reported to the Diversity Steering Group.

The Race Equality Scheme was revised and a Disability Equality Scheme was compiled. Action plans were drawn up, implemented and published for both schemes. The Gender Equality Scheme is about to be approved and an action plan completed. Preparations were made for a Multi-Agency community engagement and recruitment event in May 2007.

Policy, Strategy and Processes

Offender Management

A specific improvement objective in this area of work related to promotion of the National Offender Management Service (NOMS) 'end-to-end' offender management model. 2005/06 saw the implementation of Phase I requiring staff re-structuring and the introduction of new ways of working for a significant number of staff.

During 2006/7 the Nottinghamshire Probation Area demonstrated:

- 61 percent of offenders retaining the same offender managers
- In line with the NOMS plan and timetable for Phase II, common working practices and joint management arrangements for Prolific and Priority Offenders and Very High Risk Offenders in custody or released into the community, developed and agreed with prisons.
- MAPPA registered cases managed jointly with prisons in line with the 'end-to-end' model.
- A strategic and operational contribution to the implementation of the Nottingham City Community Justice Court.
- Development of competency-based roles within offender management units, particularly for the Probation Service Officer grade. This grade of staff has started taking on the offender manager role with appropriate cases, thereby enabling a fully integrated 'end-to-end' supervision approach.
- Development and launch of an Offender Management Manual.

The Nottinghamshire Probation Area has implemented all phases complying to a high standard with the Offender Management model.

Services to Courts

The Area has demonstrated consistent attention to supporting the work of the local courts including improving timeliness in providing reports as a contribution towards increasing public confidence in speedy justice.

Work of staff in enforcing orders promptly has seen 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). A flexible approach to report writing has ensured that same day reports by the probation area were provided to the court in over 33% of cases by the end of the year. This positive response was widely welcomed by sentencers who attended a conference arranged by the Area in January.

We look forward to building on this relationship in the coming year including extending our work as a key player in the Community Justice Courts initiative.

Public Protection

Specific objectives for the Area in 2006/7 related to:

- Risk of Harm assessment and management in which all members of staff received mandatory training appropriate to their role.
- Promotion and support of Multi-Agency Public Protection Arrangements (MAPPA). This involved greater participation of Strategic Management Board members in MAPPA panels dealing with specific cases. An improvement plan is in place and is being implemented.
- Promotion and implementation of new Safeguarding Children legislation through the launch of an Area policy and delivery of training to all staff.

Considerable efforts were made during the year to improve the completion of Offender Assessment System (OASys) assessments at start of order or licence, on review and at termination.

The general quality of OASys assessments was found by the recent Her Majesty's Inspectorate of Probation (HMIP) Offender Management Inspection to be good, with further improvement needed in sentence and risk management plans.

National Offender Management Information System (NOMIS)

Preparation for implementation of NOMIS was suspended in accordance with the re-scheduled national implementation plan.

Victims

The HMIP Inspection found that performance in this area of work was good. During the year the Area introduced the Integrated Domestic Abuse Programme which includes accredited procedures for liaison with the partners of domestic violence perpetrators.

Area staff have worked with a range of criminal justice and community agencies on developing a multi-agency domestic violence team, and on the introduction of special domestic violence courts.

Interventions

Interventions policy and strategy was shaped by the Nottinghamshire Reducing Re-offending Action Plan (RRAP) based on the East Midlands RRAP.

Reducing Re-Offending Action Plan (RRAP)

The overall aim was to develop criminal agency provision to improve the effectiveness of the Area's work within the nine pathways of the RRAP; accommodation and support; education, training and employment; mental and physical health; drugs and alcohol; finance, debts and benefits; children and families; attitudes, thinking and behaviour; prolific and priority offenders; and public protection.

The main thrust of this work was to use OASys data to identify offending-related factors, the interventions needed to address those needs and enhancing and targeting provision where it is most effective in reducing both offending-related factor scores and subsequent re-offending rates.

A joint proposal was developed with Nottingham Trent University for funding from the University for this work to be subject to a research project. Initially working with OASys data and the IT-based reporting facilities led, by the end of the year, to a shift of focus to research with practitioners towards improving OASys completions. This work is on-going and results are expected July 2008.

Within the following RRAP pathways, specific improvement objectives were included in the Business Plan for the year.

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 have been maintained with the Supporting People organisation in both the city and the county - and this has contributed to a remodelling of services for offenders, resulting in an increase in capacity of accommodation for higher risk offenders.

Plans are being laid for the implementation of a Prison Link scheme in both the city and county, funded by Supporting People, which will assess the housing and benefits situation of prisoners sentenced in Nottinghamshire and help prevent homelessness and the build up of rent arrears.

Education, Training and Employment

The national target for referrals to Basic Skills was exceeded at 103%. The Area continued to enjoy good working relationships with the Learning and Skills Council and our

three education providers and this was reflected in the positive OFSTED Inspection which took place recently.

Two targets were set for employment; offenders obtaining employment; and offenders retaining employment for four weeks or more. In respect of the first target, 173% was achieved; in respect of the second 143%. The work of the Access Team has received regional and national recognition, and the team gained a silver award at the national Criminal Justice Awards ceremony. Effective work is being undertaken in the area of employer engagement which is also attracting national attention.

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.

Focus groups and interviews with staff and offenders identified a range of deficits in offender health and in information about services available. A guidance leaflet for practitioners on referral to local mental health services was developed by the Community Forensic Service and disseminated to staff. Leaflets on other health services were provided to offices and information on free eye-testing for offenders. Work started on the development of a common health screening tool and on mapping pathways to health services for offenders.

Drugs and Alcohol

An Offender Substance Abuse Programme specifically focused on alcohol did not attract sufficient referrals but two offenders completed the programme on a one-to-one basis. To increase referrals the Management Information Section is generating a monthly list of offenders assessed as having alcohol problems.

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 have been 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 has been developed and implemented with Nottingham City Council to reduce the use of bailiffs for recovery of Council Tax arrears and of evictions because of arrears.

Children and Families

Introduction of the Integrated Domestic Abuse Programme involved implementation of protocols for liaison with partners of domestic violence perpetrators.

Area staff have worked with a range of criminal justice and community agencies on developing a multi-agency domestic violence team, and on the introduction of special domestic violence courts.

Attitudes, Thinking and Behaviour - Programmes

The Area exceeded the national target set for successful completions of programmes at 177%. New programmes were introduced - including the Integrated Domestic Violence Programme and the Internet Sex Offenders Programme. In the next year the Programmes Team will prioritise work on risk and offence-specific programmes and introduce efficiency savings, including combining the city and county programmes calendar.

Prolific and Priority Offenders (PPOs)

The PPO initiative continued to consolidate and build on its work by reaching its first year Local Area Agreement (LAA) stretch milestones for reducing re-offending in the city by 2,037 offences and in the county, referring and retaining offenders in treatment. City re-offending reduction targets were dependent on funding being secured for an expanded PPO Scheme.

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 services standards with full support and engagement of all partners.

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 provided 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.

Unpaid Work

The national target for successful completion of orders was exceeded at 111%. Across the Area, Unpaid Work teams have engaged 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 is playing a full part in the Regional Unpaid Work Pathfinder project, using this experience to improve the quality of the scheme and introduce efficiency improvements.

Corporate Services

Communications

The management of media interest surrounding serious further offences and approved premises remained a top priority. Proactive public relations work resulted in positive coverage being gained across a range of local media, particularly in relation to the 'Community Payback' scheme for Unpaid Work by offenders.

Several external events for stakeholders were organised and facilitated during 2006/7, including a Centenary-themed Sentencer Conference, a Diversity Stakeholder Consultation event and two "Marketplace" presentations to voluntary and community groups during diversity week. Where possible efforts are made to link in and organise events in conjunction with partner agencies, for example a recent multi-agency recruitment/awareness raising event for black and minority ethnic communities, organised in partnership with a range of public sector and voluntary agencies.

The communications team also facilitated and provided support for several high-profile visits to the area including visits by the Home Secretary and the Director of the National Probation Service.

Strong relations with other Criminal Justice agencies have been built up through the local communications group. Work of the group has included preparation for the launch of Nottingham's Community Justice Initiative.

The Area's new website was launched and in the first five months has received approximately 23,000 hits. The site is updated with news stories and job vacancies on a regular basis.

Improvements in internal communication have included the establishment of a management team e-bulletin designed to keep all staff updated on emerging issues for the Area.

Business Development

The Business Development Unit, established at the end of 2005/06 has improved the management of partnership arrangements through externally-funded projects and sub-contracts. Quality assurance of contract conditions and financial requirements of Service Level Agreements and support for the contract management of externally-funded projects relating to drug services, basic skills tuition and the prolific and priority offender scheme have all benefited from this work. Unit staff are supporting the best value review of all sub-contracted activities.

Analysis of offender-related needs data drawn from OASys was used to inform the Area's Reducing Re-Offending Action Plan, Sub-contracting Plan and work with other agencies to improve mainstream services, e.g. for accommodation and health, and to support new initiatives such as the new prison link scheme.

Business Development staff have been centrally involved in the negotiations on stretch targets within Local Area Agreements for Nottinghamshire and Nottingham City, relating to

the reduction re-offending and increasing uptake of drug treatment by prolific and priority offenders.

Environmental Impact

In partnership with our Facilities Contractor we have:

- implemented energy cost saving initiatives
- promoted energy awareness throughout all our premises
- agreed timetables to achieve Government targets for improvement and monitoring progress
- supported the monitoring and implementation of measures to minimise our operational impact on the environment

People Management

Staffing Profile

Of a staff complement of 633 (excluding secondments and Board members) :

- 69% are female and 31% are male.
- 17% are from ethnic minorities, comprising 4.4% Asian, 9.3% Black, 3.3% Other.
- 10.9% are disabled, 82.3% are not disabled and 6.8% did not respond.
- 38.2% are heterosexual, 0.3% are homosexual, 0.8% lesbian, 0.8% bisexual, 59.9% undisclosed or unknown.

The following table provides a profile of staff by gender, ethnicity and grade.

Race / Ethnicity Group

Female	White			Mixed				Asian or Asian British				Black or Black British			Not Stated	Total
	W1	W2	O	M1	M2	M3	O	A1	A2	A3	O	B1	B2	O		
Chief Officer	1															1
Directors/Deputies	4											1				5
Band 6				1												1
Band 5	18	2								1		2				23
Band 4	93		5				1	2	1	2		5	1		1	111
Band 3	151	2	1	2				2	4		1	16		1	1	181
Band 2	62							3	4			4				73
Band 1	19															19
Relief/Casual	13											3				16
TPO	3											2				5
Total	364	4	6	3			1	7	9	3	1	33	1	1	2	435

W1	British	Band 6	Approved Premises Manager
W2	Irish	Band 5	Senior Probation Officer, Senior Community Service Officer, Senior Drug Worker
B1	Caribbean	Band 4	PO, Unit Admin Manager, Community Service Officer, etc
B2	African	Band 3	Senior Admin Officer, Approved Premises Officer, Probation Services Officer etc
A1	Indian	Band 2	Case Admin, Approved Premises Night Supervisor, etc
A2	Pakistani	Band 1	Receptionist, Admin Assistants, etc
A3	Bangladeshi		
M1	White and black Caribbean		
M2	White and black African		
M3	White and black Asian		
O	Other		

Race / Ethnicity m,Group

Male	White			Mixed				Asian or Asian British				Black or Black British			Not Stated	Total
	W1	W2	O	M1	M2	M3	O	A1	A2	A3	O	B1	B2	O		
Directors/Deputies	4							1	1							6
Band 6	1															1
Band 5	11							1				2				14
Band 4	51	3	2					1	1			6				64
Band 3	58	2	1	1				1				6		1		70
Band 2	20		1									2	1			24
Band 1	5															5
Relief/Casual	7											2	1			10
TPO	4															4
Total	161	5	4	1				4	2			18	2	1		198

W1	British	Band 6	Approved Premises Manager Senior Probation Officer, Senior Community Service Officer, Senior Drug
W2	Irish	Band 5	Worker
B1	Caribbean	Band 4	Probation Officer, Unit Admin Manager, Community Service Officer, etc Senior Admin Officer, Approved Premises Officer, Probation Services Officer
B2	African	Band 3	etc
A1	Indian	Band 2	Case Admin, Approved Premises Night Supervisor, etc
A2	Pakistani	Band 1	Receptionist, Admin Assistants, etc
A3	Bangladeshi		
M1	White and black Caribbean		
M2	White and black African		
M3	White and black Asian		
O	Other		

Staffing

Joint work has been undertaken by the Human Resources (HR) Section and the Offender Management Directorate on reconfiguring aspects of the service such as Victim Contact now being delivered from within the Public Protection Team as opposed to being a separate entity and thus achieving economies of scale.

Work is also progressing on developing an HR plan for the Area to deliver effective and efficient services in which 'resources follow risk' and staff are allocated to delivering core aspects of the business.

Job Evaluation

During 2006/7 the Area was involved in the national job evaluation process which resulted in approximately 110 different jobs being evaluated. This involved management and union representatives undergoing a comprehensive training programme before working together locally and regionally to evaluate each job in turn.

In addition all staff had the right to appeal to a panel including a Board member. All staff were then assimilated onto the new pay band and point, and back pay calculated accordingly. The process was completed successfully and delivered on time.

Attendance Management

An HR Officer was appointed with specific responsibility for attendance management and staff welfare. Absence due to sickness fell from 14.1 days in 2005/06 to 10.3 days per full time equivalent staff member. The target remains at 9 days and was reached for the last 5 months of 2006/07. This improvement was achieved by a closer monitoring of absence and stringent implementation of the attendance management policy during the second half of the year. While the level of short term absence remained fairly constant throughout the year, the monthly average of long term absence fell by over 200 days during the second half of the year. This was achieved by closer liaison with staff and line managers to facilitate the earliest feasible return to work.

Line Managers attended a one day training session to increase their understanding of attendance management and their familiarity with the policy and legislation.

Staff Development

2006/07 saw an increase in the amount of training delivered, including mandatory training to comply with national requirements. Mandatory training has also been delivered to all staff on Risk of Harm and Safeguarding Children.

The investment in a programme of learning/management development for all managers, from first line managers to director level, has delivered 9.5 days training per individual to 79 staff.

Investment in training Probation Service Officers (PSO) has continued with:

- Delivery of a 'Rolling Programme' of weekly half day sessions on a wide variety of topics
- Introduction of a new three week training programme for staff appointed to the role of Offender Manager PSO
- Nominating staff to the 12 allocated places the area has on the regional PSO Core Development Programme
- Participation in the regional pilot of the new higher education Certificate in Community and Criminal Justice, with 5 staff securing a place on this course

17 trainee Probation Officers successfully completed their qualifying training in September and have taken up posts as newly qualified officers in the area. We currently have 9 trainee probation officers – 4 second year trainees and 5 first year trainees.

We have continued to deliver a comprehensive programme of training interventions and staff have continued to support the training offered by our partnership agencies by attending events and contributing to the delivery of events. Joint work has been undertaken with the prison service on the delivery of training for NOMS.

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 supporting the OASys improvement plan by working with teams on sentence planning. In addition to this the Area has been able to access training provided by the prison service on other generic IT applications systems (e.g. Excel and Access).

Health & Safety

Two health & safety modules on Management of Stress and Risk Assessment were delivered as part of the Management Development Programme.

Other learning & development delivered was as follows:

- Level 1 Certificate in Health and Safety (British Safety Council) with all 17 delegates passing the exam
- Fire Safety Awareness
- Display Screen Awareness
- Manual Handling for Unpaid Work Supervisors
- Health & Safety for new Approved Premises Staff
- Health and Safety for Night Waking Staff in Approved Premises

During the year the Regulatory Reform Order (Fire Safety) 2006 was implemented throughout the Area. Preparations were made for the introduction of Health Act 2006 Smoke Free Premises Regulations from 1st July 2007.

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

Table 1: Accidents to staff during 2006/7

Type of incident	Total number	Number of Staff*
Accident	24	780
Violent Incident	25	780
**RIDDOR reportable	2	780
Dangerous Occurrence	1	780

* Actual staff not full time equivalents

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

The Joint Health and Safety Committee met on 4 occasions during the year. Minutes and actions of the meetings were recorded, implemented and reviewed as appropriate.

Partnerships and Resources

Partnerships

We regularly review our partnership portfolio to ensure it matches offender and community needs. Partnership working in all its forms is vital to our organisation and brings in new and essential skills needed for tackling re-offending behaviour. We value all our partners highly and continue to make developing partnership networks a key organisational priority.

We have a variety of partnership arrangements, some of which are contractually based. For example, we manage the Criminal Justice Interventions Team (CJIT) for the City Crime & Drugs Partnership which provides provision for drug using offenders at key points in the criminal justice system and benefits all stakeholders. Other partnership arrangements are based upon co-working and exchange of skills to tackle a common issue, such as domestic violence, in which we work closely with many other organisations to develop cohesive approaches to very difficult problems.

A 'best value' review of all these arrangements has started to ensure we have the best range of contracts to meet our priorities.

A partnership reference group was established, consisting of representatives of networks of diverse voluntary and community groups across Nottinghamshire. The group advised the Area on the development of a sub-contracting strategy and on the implementation of best value reviews.

In diversity week in November, representatives of voluntary and community organisations were invited to attend “Marketplace” presentations of the full range of the Area’s work in order to improve knowledge of our activities and the scope for increased involvement of the voluntary and community sector.

Financial Management and Cost Efficiencies

The effects of the national Job Evaluation exercise during the year had a significant and detrimental impact on the financial out-turn. Without the effects of Job Evaluation the Service would have been at break-even. A Financial Recovery Plan was approved by the

Board for 2007/08. Despite the effects of Job Evaluation the Area made savings on non-core spend compared to previous years and will continue to do so in 2007/08 and 2008/09.

All internal audits for the year have been summarised as either 'adequately controlled' or 'well controlled'.

Premises

The Area continued to rationalise its estate and moved out of three premises (two 'lock ups' and the office at Retford) saving £80,000 on a full year. Plans have been put in place to move out of the Traffic Street office in 2007/08 that will release a further £240,000 on a full year, although there may be a need to re-invest a small proportion of this elsewhere. The Headquarters building will be used more efficiently as a consequence of the closure of Traffic Street.

For the past two years the Area has been reducing its large estate in order to ensure value for money. The result of this process, once Traffic Street is closed, is that the estate will be very close to being as lean as it can be for the current priorities and functions the Area delivers.

With the help of the Home Office, the Worksop office was refurbished successfully and the building is now fit for purpose. Outline plans have been submitted to combine the three premises in Mansfield into one building that will support its functions better, although these plans will not come to fruition until 2008/09, at the earliest.

Information and Technology

In partnership with our IT Support Contractor we have:

- Implemented connectivity of eOAsys between the Area and HM Prison Service
- Completed an upgrade of Lotus Notes
- Implemented the National Workload Monitoring Tool
- Connected Magistrates' Court offices for Worksop, Newark and Retford to the Wide Area Network
- Provided 99% continuous operational service of workstations, printers & site connectivity
- Provided 98% 4 hour responses on all logged problems
- Continued with the roll-out of Remote Access Services
- Updated Assistive Technology equipment and services for users with special needs

Management Information Services

In partnership with our IT Support Contractor we have:

- Continued with preparatory work for data migration from CRAMS to C-NOMIS
- Managed the preparation and implementation of Her Majesty's Inspection of Probation for Offender Management

- Delivered all national & local management information reports accurately and on time
- Provided local Helpdesk support for all critical operational applications
- Appointed a Performance Officer specifically tasked to focus on new monthly performance reports, addressing all the key targets for the Area including the Regional Offender Manager SLA and NPD targets, and organisational risk

Audit

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

Board Members

Mr. W. Dargue, Audit Committee Chair
Mrs Christine Goldstraw JP, Board Chair
Mr Eddie Patterson JP
Mr Keith Burd JP (until September 2006)
Sir Dennis Pettitt

Co-opted Members

Mr Terry Needham

Officers

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

Other Attendees

Mr David Brumhead, Audit Commission
Mrs Sally Smith, Audit Commission
Ms Anita Pipes, Audit Commission
Mr Graham Smith, Internal Audit (until June 2006)
Mr Gavin McArthur, Internal Audit (from June 2006)

B. Results

Key Performance Results

Focusing on performance, and exceeding many of our targets, has seen Nottinghamshire rise to amongst the best-performing Probation Areas for 2006/07, moving us to our vision of being a top performing organisation, protecting the public and reducing crime.

The Area is now in the top 5 performing areas nationally. The Weighted Scorecard which is published quarterly positioned Nottinghamshire's performance nationally as:

April 06 - June 06	2 nd
July 06 – Sep 06	4 th
Oct 06 – Dec 06	2 nd
Jan 07 – Mar 07	5 th

This is an exceptional improvement from the area being in the bottom quartile at the end of 2004-5.

We are pleased to report that at the end of the year the Nottinghamshire Area achieved 11 out of the 13 targets set.

Basic Skills Starts

Against a target of 1,099 the Area achieved **1,135** Basic Skills starts.

Offenders placed in employment

A new target was set for the Area to place 344 offenders in employment. This target was exceeded by 62% at **556**, a proud achievement.

Employment retained for 4 weeks –

A new target was set for the Area to retain 275 offenders in employment for four weeks. This target was exceeded by 44% with **396** offenders achieving employment for four weeks.

High Risk of Harm and Prolific Offenders

This target was for 90% completion of risk of harm assessments, risk management plans and OASys sentence plans for high risk cases and prolific and priority offenders within five working days of commencement of the order or on release from custody. With steady improvement, by the end of the year these targets had been exceeded; at **97%** for high risk cases and **99%** for prolific and priority offender cases.

Court Report Timeliness

The Area has worked hard to drive up performance on Court Report Timeliness and has ensured that **91%** of court reports were provided within the timescale set by the court, achieving the 90% target.

Unpaid Work Completions

The target of 1,316 unpaid work completions was exceeded by 13%, amounting to **1,487** completions.

Enforcement

In **98%** of relevant cases, enforcement action was taken within 10 working days, against a national target of 90%, a 2% increase on performance in 2005-6.

Compliance - Proportion of arranged appointments attended in the first 26 weeks

The target for this measure was 85% and the Area worked hard during the year to drive up performance in this area for improvement. The target was exceeded over 6 months, achieving 83% by the year end.

Compliance - Proportion of cases reaching the 6 month stage without requiring breach action

This has been the most challenging target for the Area. The Area introduced the use of Enforcement Officers temporarily to aide compliance. Performance improved steadily throughout the year and ended at **67%**, 3% below the 70% target.

Drug Treatment and Testing Orders/Drug Rehabilitation Requirement Completions

Against an increased target of 144, the Area achieved **158** completions of orders or requirements. Close work continues with sentencers which has enabled orders to be discharged at an appropriate point for the community and the offender, supporting the achievement of this target.

Offending Behaviour Programmes

456 accredited programmes were completed by offenders, exceeding the target of 261 by 75%. This excellent performance has been achieved by continued efforts within the programmes team and by extending the suite of programmes available.

Race and Ethnic Monitoring

Race and Ethnic Monitoring data was completed for **97%** of offenders against a target of 95%. The rate for staff monitoring was **100%**, exceeding the 95% target.

Sickness Absence

The running total of **10.29 days** per staff member per year shows a positive reduction towards the target of 9 days; approximately 4 days fewer than 2005/06. Nottinghamshire's sickness absence is at its lowest level since the formation of the National Probation Service 6 years ago.

Full set of measures and results

Customer Results	Target	Actual
Victim contact: victim or victim's family to be contacted within National Standard of 8 weeks from sentence in 85% of cases involving serious sexual or other violent offence where offender is sentenced to 12 months or more.	85%	96% (Oct-Dec 06)
Number of Skills for Life referrals achieved against target	1,099	1,135
Number of unemployed offenders gaining employment against target	344	556
Number of offenders placed in employment that is retained for four weeks against target	275	396
People Results	Target	Actual
Contribution to achieving regionally set employment targets for minority ethnic staff	7% by 2009	17%
Proportion of race and ethnic monitoring data (a) on staff and (b) offenders which is returned on time and using the current (Consensus 2001) classifications.	95%	a)100% b) 97%
Reduce sickness absence in the Nation Probation Service to an average of 9 days per member of staff per year	9 days	10.29 days
Performance Results	Target	Actual
Risk assessments, risk management plans and OASys sentence plans are on high risk offenders completed within 5 working days of the commencement of the order or release into the community	90%	97%
Risk assessments and OASys sentence plans are completed on Prolific and Other Priority Offenders (PPOs) within 5 working days of the commencement of the order or release into the community	90%	99%
Pre-Sentence Reports (PSR) completed within the required time, i.e.	90%	91%
<ul style="list-style-type: none"> • on the day requested for fast delivery PSRs to magistrates courts; • within 15 working days for standard delivery PSRs to magistrates courts, except where the offender is remanded into custody in which case the timescale is 10 working days 		

	Target	Actual
<ul style="list-style-type: none"> by the date set by the commissioning court for Crown Courts 		
PSRs for Magistrates Courts to be fast delivery (including oral reports)	40%	34%
Number of successful Unpaid Work completions	1,316	1,487
Initiate breach proceedings in accordance with national Standards within 10 working days	90%	98%
Overall level of offender compliance with orders and licences (incl. orders allowed to continue by the court following breach action)	70%	67%
Compliance: proportion of arranged appointments attended in the first 26 weeks	85%	83%
Compliance: proportion of cases that reach the six month stage without requiring breach action (no unacceptable failure to comply with an order, no third unacceptable failure to comply with a licence)	70%	67%
Compliance: the average number of acceptable failures to attend appointments in orders and licences during the first 26 weeks	No target	2.4 per order
Compliance: the proportion of orders and licences that terminate successfully	No target	57%
Number of successful DTTO/DRR completions against target	144	158
Number of successful DTTO/DRR commencements against target	366	362
First contacts on DTTO arranged with (a) the probation service for within one working day and (b) the treatment provider for within two working days	90%	90%
Number of accredited programme completions against target	261	456
Number of Sex Offender Programme completions	12	14
Number of Domestic Violence programme completions	10	13
% of Offenders starting accredited programme out of the total number of programme requirements	No target	74%
% of Offenders completing an accredited programme out of the total who attend the first session	No target	61%

Workload and Activity Statistics

New Cases	2002-03	2003-04	2004-05	2005-06	2006-07	
Generic Community Sentences (Incl. DRRs)	-	-	-	2,497	3285	
Community Rehabilitation Orders	1,962	1,755	1,888	661	69	
Community Punishment Orders	1,490	1,541	1,462	758	140	
Community Punishment & Rehabilitation Orders	305	298	387	222	92	
Community Punishment hours ordered	178,528	235,311	186,006	252,673	240,130	
Community Punishment hours worked	-	91,469	112,089	160,264	177,347	
Drug Treatment & Testing Orders / Drug Rehabilitation Requirements	191	241	224	435	357	
Pre-Release < 12 months	301	177	186	268	307	
Pre-Release 12+ months	785	854	801	1,059	665	
Post-Release	1,040	866	917	1,015	1110	
Reports	2002-03	2003-04	2004-05	2005-06	2006-07	
Pre-Sentence / Standard Reports	4,185	3,882	3,311	5,273	3057	
Short Format / Fast Reports			680	426	1085	
Specific Sentence / Oral Reports	1,659	2,211	1,961	645	67	
Victims	2002	2003	2004	2005	2007	
Number of victims contacted within 8 weeks of sentence	496	451	424	457	Not available until July 2007	
Caseload	As at 31st March	2003	2004	2005	2006	2007
Generic Community Sentences (Incl. DRRs)*	-	-	-	1744	1828	
Community Rehabilitation Orders	2000	2199	1899	876	180	
Community Punishment Orders	960	1377	1088	476	79	
Community Punishment & Rehabilitation Orders					80	
(Rehabilitation Element)	341	428	444	249	59	
(Punishment Element)	228	315	304	118	23	
Drug Treatment & Testing Orders / Drug Rehabilitation Requirements	145	163	173	238	193	
Drug Abstinence Orders	3	16	15	-	-	
Money Payment Supervision Orders	84	0	20	4	0	
Suspended Sentence Supervision Orders	15	12	14	301	860	
Other orders	38	64	14	42	34	
Pre-Release	1239	1341	1239	1317	1339	
Post-Release	350	625	811	793	662	
Life	162	168	203	215	230	
Total		5565	6801	6224	6208	5487

* Drug Rehabilitation Requirements (DRRs) are included in Generic Community Sentences as well as being shown separately in combination with Drug Treatment and Testing Orders (DTTOs).

D. Glossary

ABA	Accommodation and Benefits Advice	NOMIS	National Offender Management Information System
CDRP	Crime and Disorder Reduction Partnership	NOMS	National Offender Management Service
CJA	Criminal Justice Act	NPA	Nottinghamshire Probation Area
CJIT	Criminal Justice Intervention Team	NPD	National Probation Directorate
CRAMS	Case Record Administration Management System	NPS	National Probation Service
DRR	Drug Rehabilitation Requirement	OASys	Offender Assessment System
DAAT	Drug & Alcohol Action Team	OFSTED	Office for Standards in Education
DTTO	Drug Treatment and Testing Order	OM	Offender Management
eOASys	electronic Offender Assessment System	PBA	Probation Boards Association
ETE	Employment, Training & Education	PO	Probation Officer
H&S	Health and Safety	PPO	Prolific and other Priority Offender
HMP	Her Majesty's Prison	PSO	Probation Service Officer
HMIP	Her Majesty's Inspectorate of Probation	PSR	Pre-Sentence Report
HO	Home Office	RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
IAPS	Interim Accredited Programme System	ROM	Regional Offender Manager
IDAP	Integrated Domestic Abuse Programme	RRAP	Reducing Reoffending Action Plan
IT	Information Technology	SDR	Standard Delivery Report
LAA	Local Area Agreement	SMB	Strategic Management Board
MAPPA	Multi-Agency Public Protection Arrangements	SMT	Substance Misuse Team
MIS	Management Information Systems	SPO	Senior Probation Officer
MoJ	Ministry of Justice	TPO	Trainee Probation Officer
		UW	Unpaid work
		YOT	Youth Offending Team

MANAGEMENT COMMENTARY PART 2:

FINANCIAL REVIEW & REMUNERATION REPORT 2006-07

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 National Probation Directorate of the Home Office, 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 General in his position as the Principal Accountable Officer (PAO) for the National Probation Directorate. The PAO, in turn, is accountable to the Accounting Officer of the Home Office, 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 Home Office funds.

The Lord Chancellor appointed His Honour Jonathan Teare to the board from among judges of the Crown Court. The emoluments of this appointee are paid from the Lord Chancellor's Department.

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 3 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 2006/07, 92% of undisputed invoices were paid within 30 days (*comparative: 90%*).

Management

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

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

Ms Kathy Alick, Mr Timothy Bell, Mr Keith Burd OBE (resigned September 2006), JP, Mr Jeffrey Cohen, Mr Byron Currie, Mr William Dargue, Mr Issan Ghazni, Ms Jo Kirkby, Mr Eddie Patterson JP, Sir Dennis Pettitt, Dr Peter Pratt JP, His Honour Judge Jonathan Teare (appointed April 2005), Mrs Bettina Wallace (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 9.

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 Home department, in the case of Chief Officers who are Crown employees, remuneration is determined by the Home Office 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 National Probation Directorate. There is no performance element for other Board members;

Up to 4% of Chief Officers pensionable pay is determined by performance conditions;

Board members are initially appointed for a three year period, which may be extended for 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	2006-07		2005-06	
		Salary £000	Benefits in Kind (to nearest £100)	Salary £000	Benefits in Kind (to nearest £100)
Mrs Jane Geraghty	Chief Officer	80-85	0	75-80	0
Mrs Christine Goldstraw	Chair	15-20	0	15-20	0
Ms Kathy Alick	Board Member	0-5	0	0-5	0
Mr Timothy Bell	Board Member	0-5	0	0-5	0
Mr Keith Burd OBE, JP *	Board Member	0-5	0	5-10	0
Mr Jeffrey Cohen	Board Member	0-5	0	0-5	0
Mr Byron Currie	Board Member	0-5	0	0-5	0
Mr William Dargue	Board Member	0-5	0	0-5	0
Mr Issan Ghazni	Board Member	0-5	0	0-5	0
Ms Jo Kirkby	Board Member	5-10	0	0-5	0
Mr Terry Needham	Co-opted Member – Audit Committee	0-5	0	0-5	0
Mr Eddie Patterson JP	Board Member	0-5	0	0-5	0
Sir Dennis Pettitt	Board Member	0-5	0	0-5	0
Dr Peter Pratt JP	Board Member	0-5	0	0-5	0
His Honour Judge Jonathan Teare	Board Member	0-5	0	0-5	0
Mrs Bettina Wallace	Board Member	5-10	0	0-5	0

* The figure quoted is for the period April to September 2006. The full year equivalent is 5-10.

Pension Benefits

Name	Total accrued pension at aged 65 at 31 March 2007 & related lump sum £000	Real increase in pension & related lump sum at age 65 £000	Cash Equivalent Transfer Value (CETV) at 31 March 2007 £000	CETV at 31 March 2006 £000	Real increase in CETV £000	Employer Contribution to partnership pension account (to nearest £100)
Mrs Jane Geraghty (Chief Officer)	25-30 Plus lump sum of 80-85	0-2.5 Plus lump sum of 0-2.5	498 0	470 0	5 0	13,900 0

All Home Office appointed board members receive non pensionable remuneration of £15.40 per hour from 1 April 2004, 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
5th July 2007

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 board to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. 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 board's assets, are set out in the Accountable Officer's Memorandum issued by the Secretary of State and published in Government Accounting produced by HM Treasury.

Jane Geraghty

Chief Officer and Accountable Officer for the Board
5th July 2007

STATEMENT OF 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 department assets for which I am personally responsible, in accordance with the responsibilities assigned to me in the Financial Memorandum.

I am accountable to Roger Hill, 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 Probation Service, Probation Board and 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 for the year ended 31 March 2007 and up to the date of approval of the annual report and accords with Treasury guidance.

Capacity to Handle Risk

The Nottinghamshire Probation Board meets approximately every two months to consider the plans and strategic direction within the financial parameters made available through the National Directorate's funding formula. The Board has approved the Area Plan and monitors its performance throughout the year. It also receives routine financial monitoring reports from the Treasurer. In 2006 the Board introduced a Board Management Committee in order to improve Nottinghamshire Area performance and prepare for national developments.

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 quarterly. 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 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. The Area works jointly with other areas in the Midlands regions 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 quarterly and the reviews are discussed in the Audit Committee and the full Probation Board.

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

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 Audit Committee.

Both the Board and the Audit Committee review the organisational risk register on a quarterly basis. 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 have resulted in an overspend against the 2006/7 grant allocation which will carry 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 will take place in 2007/8.

Jane Geraghty
Chief Officer and Accountable Officer for the Board
5th July 2007

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS 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 2007 under the Audit Commission Act 1998. These 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.

This report is made solely to 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 and whether 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 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. 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. I am also not required to form an opinion on the effectiveness of the Probation Board's corporate governance procedures or its risk and control procedures.

I read other information contained in the Annual Report, and consider whether it is consistent with the audited financial statements. This other information comprises only the Foreword, the unaudited part of the Remuneration Report, the Chairman's Statement and the Operating and Financial 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 and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or other irregularity or error, and that 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 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 2007 and of its net operating costs, recognised gains and losses and cash flows for the year then ended;
- 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; 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.

*David Brumhead – District Auditor
Audit Commission, Littlemoor House, Littlemoor, Eckington, Sheffield S21 4EF
July 2007*

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 regularly review 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/our 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.

Qualified 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 2007 except that it did not put in place:

- arrangements to ensure that its spending matches its available resources.

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.

*David Brumhead – District Auditor
Audit Commission, Littlemoor House, Littlemoor, Eckington, Sheffield S21 4EF
July 2007*

July 2007

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 2007 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.

Peter Brook



On behalf of the Secretary of State for the Home Department

7 March 2007

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 Home Office 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 Schedule 1. (Schedule 1 is a requirement specific to government departments and certain other public bodies funded by directly voted parliamentary grant).
2. Monies received as grant in aid should be treated as financing and not as income.
(Most bodies covered by FReM do not receive grant in aid, and are financed by voted parliamentary grant. This clarifies the correct treatment for the Probation boards. Some public bodies account for grant in aid as income).
3. There is no requirement to prepare Schedule 5. (This expenditure will however be attributed to Departmental Aims and Objectives in the Home Office resource accounts).
4. The salary and pension entitlements of key managers should be appropriately disclosed.
(Department Yellow reflects Cabinet Office guidance on the application of the Greenbury code to departmental resource accounts. The example disclosure for departments is not directly applicable to local probation boards. Nevertheless, boards should make disclosures, which meet the spirit of the Greenbury code.)
5. Items will be added to or deleted from the above list only with the agreement of HM Treasury.