



business plan

April 07 – March 08

This leaflet provides a summary of the Nottinghamshire Probation Business Plan for 2007/8. It includes the targets and objectives which relate specifically to your area of work, and will be used as the basis of supervision and appraisal and to support applications for training.

The plan will also help you to see how the work you do fits within the wider context of the whole of the Nottinghamshire Probation Area, the work of its partner organisations in the rest of the Criminal Justice System, and in communities. Your work makes a direct contribution to our overall success.

Jane Geraghty
Chief Officer

Christine Goldstraw
Chair of Board

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.

Changing Ways - Reducing Reoffending Delivery Plan (RRDP)

Managing offenders; end-to-end management

A named case manager responsible for assessing the individual needs of an offender, managing the sentence and supervising the delivery of appropriate rehabilitation and resettlement interventions by a wide range of partners.

Prolific and Priority offenders

Targeting interventions at the most persistent offenders; reducing reoffending through a multi-agency approach including close monitoring and reform or a swift return to court.

Public Protection

Informed risk assessment and appropriate control of offenders following sentencing, including multi-agency arrangements.

Accommodation

Working with local services to prevent homelessness and reduce barriers to housing; engaging with a range of housing partners in all sectors to ensure access to stable accommodation.

Education, Training and Employment

Improving offenders' life and basic skills, strengthening vocational training to improve employability and engaging with employers to break down the barriers to employing ex-offenders.

Attitudes, Thinking and Behaviour

Provision of accredited programmes for offenders based on evidence of effective practice, targeted to priority offender needs and high risk of harm; provision of Unpaid Work.

Alliances to Reducing Reoffending

Improving equality of access for ex-offenders to mainstream public services and increasing employment opportunities for ex-offenders; improving resettlement in the community through strengthened links with voluntary, community and faith organisations, including improved coordination of community engagement.

Health

Working with partners to improve the physical and mental health of offenders; coordinating to ensure access to relevant healthcare services.

Alcohol

Early identification of alcohol problems and engagement in treatment; working with partners to build offender needs into prevention programmes and service specifications; improving access to facilities.

Drugs

Early identification of drug misuse and engagement in treatment; ensuring access to drug treatment at every stage of the criminal justice system; improving continuity of care.

Finance, Benefit and Debt

Improving access of offenders and families to appropriate financial advice services and provision

Children and Families of Offenders

Improving access to support and information for families and offenders who are parents, through multi-agency approaches.

1. Public Protection – Improving Public Confidence

To assess and manage Risk of Harm in the most effective way, either as an individual agency or through multi-agency working, including:

- All staff enabled to assess Risk of Harm adequately within their grade/role, referring on where appropriate
- OASys completions improved in line with the findings of the Offender Management Inspection/OASys quality data
- Promoting and supporting Multi-Agency Public Protection Arrangements (MAPPA) work
- Promoting and working within the Safeguarding Children legislation
- Monthly audits
- Improving community engagement
- Providing a safe environment for the public and for staff



Measure / performance criteria:

- Compliance with MAPPA processes
- **95%** OASys initial assessments and sentence plans for Tier 4, high risk, prolific and priority offenders within 5 working days, review and termination assessments within national standards guidelines
- **90%** OASys initial assessments and sentence plans for all other cases within 15 working days, review and termination assessments within national standards guidelines
- **90%** initiation of breach action in line with national standards
- **85%** of arranged appointments attended in the first 26 weeks
- **70%** compliance – cases reaching 6 months without breach action
- **70%** orders and licences completed successfully
- Health and Safety Action Plan achieved
- Reduction in reoffending – measure to be agreed with Regional Offender Manager

2. Courts

To provide good quality, timely and appropriate assessments to the Courts in a cost-effective and efficient way, including:

- Low risk/less complex cases assessed through same day Fast Delivery Reports (higher risk/ more complex cases being adjourned for full Pre-Sentence Reports)
 - Increased uptake of Fast Delivery Reports
 - Implementing changes to PSR proposal practice and monitoring the effects on disposals
- Clear proposals as well as high quality outcomes for PSRs prepared on minority group offenders
- Custody Plus planned and implemented across the Area in full consultation with the Courts
- Through Sentencer liaison develop improved access to bail accommodation and support



Measures / performance criteria:

- **40%** Fast Delivery Reports
- Custody Plus implemented
- **90%** of Court reports on time and within 10 working days for Magistrates' Court custody cases
- Completed review of quality and outcomes of **10%** of PSRs prepared on minority group offenders
- Staffing of Community Courts when they become operational
- No nil reports as a result of Nottinghamshire Probation Area's activities
- Average of **35** days to resolve Community Penalty breaches (from 2nd unacceptable absence to resolution); and **65%** of Community Penalty breaches resolved in less than **25** working days (from 2nd unacceptable absence to resolution)
- PSR proposal plan implemented and outcomes monitored by March 2008
- Bail support plan developed and improved access delivered by March 2008

3. Offender Management

To promote the National Offender Management Service 'end to end' model through staffing structures, resource allocation, and joint working with prisons and other local agencies, including:

- Each offender supervised by the same Offender Manager
- Development and agreement of common working practices and joint management arrangements for offenders who are within or released from custodial institutions in line with the NOMS plan and timetable
- Managing MAPPA registered cases jointly with prisons
- Piloting an offender management community-based service delivery approach in conjunction with community partners and in keeping with both the NOMS model and Local Area Agreement plans
- Further developing competency-based roles within Offender Management units, enabling a fully integrated 'end to end' supervision approach with Probation Service Officer grade staff taking overall responsibility for the assessment, management and supervision of appropriate cases
- Allocation to and management of offenders within the correct Tier, based on review of resource allocation
- Implement process improvements in parole, recall, HDC and video-link use (when technically feasible)



Measurement / performance criteria:

- Joint prison/probation working practices and protocols developed
- Community-based service delivery taking place in at least one pilot area in the City
- New Probation Service Officer / Probation Officer roles established
- 95% of race and ethnic monitoring data accurate and on time
- 85% of victims contacted within 8 weeks of an offender receiving 12 or more months imprisonment for a serious sexual or violent offence
- Cases allocated to correct Tier
- Process improvements implemented

4. Reducing Reoffending Pathways

To ensure positive outcomes for offenders and communities via the pathways identified in 'Changing Ways' the Reducing Re-offending Delivery Plan (RRDP), including:

- Working collaboratively with other local partners and Probation Areas
- Ensuring that the RRDP links to other local community plans / strategies

- Working with partners to co-deliver specific services
- Improving assessments and pathways to accommodation, alcohol services and mental health services
- Completing Best Value review of Unpaid Work and planning to implement the findings and model as agreed with the ROM



- Within the RRDP, achieving local key performance indicators
- Meeting Prolific and Priority Offender (PPO) and Local Area Agreement (LAA) commitments and targets, including agreeing reoffending measures and improving links between YOTs and Probation Service for Young Adult Offenders
- Maximising representation in LAA management
- Implementing the Prison Links initiative to increase suitability and stability of offender accommodation on release from custody
- Working with criminal justice and health service partners to increase offender access to health services
- Subject to regional Test bed bid, implement Employment initiative

Measurement / performance criteria:

- Implement RRDP
- **1,184** Unpaid Work completions
- **1.9%** or lower stand-downs in Unpaid Work (no more than 0.5% on the day)
- **1,099** Basic Skills referrals
- **344** offenders' employment sustained for 4 weeks
- **366** Drug Treatment & Testing Order (DTTO) or Drug Rehabilitation Requirement (DRR) starts
- **144** DTTO/DRR completions
- **75%** of DTTO / DRR cases retained in treatment for 12 weeks
- **70%** of orders and licences completed successfully
- **401** accredited programme completions, including **30** completions for sex offender

treatment and **30** completions for domestic violence programmes

- Increase the percentage of offenders in suitable accommodation at end of order / licence compared to start
- Maximise unpaid hours worked as percentage of hours ordered by the Court
- Health service access improvements planned and delivered
- LAA targets met

5. Managing People

To ensure that we attract and retain the best staff, managers will be trained and equipped to motivate, appraise and develop colleagues. Specific actions will include:

- Reducing sickness absence and ensuring adherence to the Attendance Management Policy
- Managing people and performance
- Reviewing the training needs of all staff (particularly budget management)
- Embedding Personal Development Plans
- Reviewing recruitment, selection and induction processes
- Reviewing and analysing data from staff applying for, and receiving training
- Collection and analysis of data from exit interviews
- Monitoring staffing profile through analysis of data
- Ensuring staff are aware of their rights and responsibilities with regard to all equality legislation and statutory requirements



Measurement / performance criteria:

- Sickness absence reduced to **9** days per member of staff per year
- All managers successfully complete the approved training plan by 07/08
- Review of Staff Development needs based on Training Needs Analysis
- Supervision and Appraisal process adhered to, and new national scheme implemented
- Attendance Management implementation group generates and receives ideas on creating a healthy workforce
- New national Attendance Management Policy implemented
- Improved HR processes
- Promotion of equal opportunities and elimination of discrimination

6. Efficiency and effectiveness

To ensure Value For Money, efficiency and effectiveness across support services, including:

- Reducing all costs and thereby unit costs
- Devolving budgets further, improving management information and financial management
- Maximising impact of Business Development
- Consulting with unions and other stakeholders on major initiatives – e.g. premises, contestability, Voluntary, Community and Private Sector targets.
- Training relevant managers in budget management
- Completing a European Excellence Model (EEM) assessment of the organisation and acting on its findings
- Implementing the Communications Action Plan

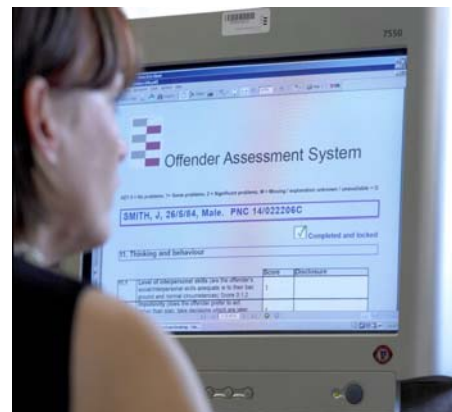
Measurement / performance criteria:

- Budget balanced by reducing costs, compared to 06/07, by over £1m
- Communications plan achieved
- Savings re-invested in front-line services
- Budgets devolved and managers capable and confident
- EEM assessment completed, action implemented and award application submitted

7. OASys and Information Systems

Improve the quality of OASys completion in line with findings of the Offender Management Inspection / OASys quality information, including:

- Reviewing OASys data, including offending-related scores
- Ensuring effective monitoring mechanisms in place
- Analysing OASys needs against service provision and sentencing data, identifying and remedying shortfalls and over-provision



Implementation of C-NOMIS (Community National Offender Management Information System) as required by national timescale

Measures / performance criteria:

- Change in OASys scores
- Quarterly reports to Regional Offender Manager on caseloads and commencements
- Performance returns completed and submitted to required timescales
- OASys data analysis shows improvement in completion rates for start of supervision, reviews and terminations
- C-NOMIS implementation planned as required

8. Diversity

- Ensure NPA positively promotes equality of opportunity, eliminates discrimination, promotes good relations between diverse groups for staff, service delivery partners and stakeholders.
- Comply with statutory duties under all equality legislation
- Analyse caseload and commencements by race and gender

Measurement / performance criteria:

- Implementation and review of Race Equality Scheme, Disability Equality Scheme and Diversity Strategy, and respective action plans
- Development and implementation of Gender Equality Scheme and action plan
- Review and implementation of the Hate Crime Strategy in line with national strategy
- Equality impact assessments undertaken and action taken to address any issues arising which have a negative impact on any particular diversity group
- Policies and Practice documents reviewed and revised if negative impact identified
- 95% of race and ethnic monitoring data accurate and on time
- Annual race and gender analysis completed by March 2008



9. Working with Partners - Voluntary Community and Private Sector Targets

Work towards sub-contracting target of 10%, and to being a lead provider including:

- Review of current spending and proposals for future spending towards 10% target in Offender Management & Interventions Directorates
- Consulting with unions, voluntary and community sector groups
- Working towards the sub-contracting plan
- Compiling a directory of community and voluntary sector resources

Measurement / performance criteria:

- 10% of Main Budget (excl. Approved Premises and TPOs) invested in voluntary community or private sector service delivery
- Complete the unpaid work and approved premises pathfinder best value reviews
- Review best value for Accommodation, Benefits and ETE services
- Needs of diverse offender groups met effectively



10. Governance

To govern NPA effectively to meet all its objectives, including:

- Financial stewardship
- Meeting statutory objectives
- Meeting ROM Service Level Agreement (SLA) objectives
- Achieving its mission / vision

Measure / performance criteria:

- NPA continuing to be in the top 5 Areas for performance
- All Key Performance Indicators (KPIs) met or exceeded
- Provider of choice for the ROM for 08/09 onwards
- Compliance with legislation on general and specific duties

ROM Service Progress Plan (SPP) objectives reflected in the Business Plan

- Develop a comprehensive and quality- assured understanding of offender needs linked to risks and sentencer demand to better inform future commissioning priorities, service mix and potential areas for disinvestment.
- Working in partnership, develop interventions and offender management processes which meet offender need across pathways as led by the Offender Manager and develop end to end offender management.
- Ensure that effective relationships and systems are in place to manage convicted and pre-sentence offenders in a timely and prioritised manner and that only those who need to be in custody are in custody.
- Deliver and develop the alliances within the context of Nottinghamshire's Reducing Re-offending Delivery Plan based on Changing Ways.
- Build and develop co-commissioning and sub-contracting priorities.

2007/08 investment – c.£120k

- New Probation Officers (5) – c.£90k
- Management training – c.£10k
- Reinvest in premises from savings / income generated – c.£20k

Part B - Strategic objectives / plan 2007-2010

We need to create an organisation that excels in an arena of contested service provision and wins all bids for the provision of Offender Management and Interventions. To do this we need to:

- Create a human organisation structured and skilled to meet the challenge of contestability
- Have a strong management with a determined approach to achieving its objectives
- Have a workforce that is creative and motivated to constantly improve performance and reduce costs
- Be flexible and agile in a fast changing environment
- Be able to make professional and financial decisions at the lowest level

Between 2007 and 2010 we will:

Modernise

- Establish cost centres / strategic business units
- Merge / collaborate one or more significant service(s) with another Area(s) on the grounds of quality and/or cost
- Divest (or sub contract) those services / support services that are not competitive, or can be done better by others
- Review how tier 1 / 2 offenders are supervised
- Review roles of Probation Officers, Probation Service Officers and Case Administrators
- Restructure / take advantage of opportunities to reduce costs

Develop, manage and utilise the human resources

- Devolve budgets further
- Improve employee contribution
- Drive down decision making to the lowest effective level
- Improve all employees' performance
- Encourage the personal development of all staff
- Supervise and appraise staff well

This will achieve the following:

- NPA will exceed ROM metrics
- Place NPA in the top 5 in the league tables
- Result in NPA being the highest placed Area in the East Midlands
- Devolved decision making whilst maintaining effective control / governance
- Balance the budget, every year
- Reduce costs
- Ensure front-line activity is where investment is made
- Reduce sickness absence levels
- **Make NPA the preferred supplier of choice for the ROM**

