



NATIONAL PROBATION SERVICE
for England and Wales

National Directorate

National Probation Service

Performance Report 2

February 2002

EITHNE WALLIS
NATIONAL DIRECTOR

Introduction

The National Probation Service (NPS) was formed on 1 April 2001 under the Criminal Justice and Court Services Act. This fundamental reform was intended to create a significant criminal justice organisation capable of delivering credible, effective community based offender corrections and specified victims services.

This is the second performance report. These monthly reports track and report on the NPS 3-year change programme, entitled "A New Choreography". They contain short, headline reports on the 5 major areas of change for which hard-edged targets or service delivery agreements have been set. Other important aspects of organisational re-engineering or service delivery will also be presented from time to time.

Following feedback from the first report, the information is presented differently in some cases. Rather than reporting against annual targets for example, where appropriate, we will be using targets profiled over the period. We have added more information to the accredited programme section in order to clarify some points and to better identify where we are against our predicted position. The "What Works" programme is a complex area. I am therefore providing more commentary here, to assist readers in their understanding of the figures. We have also used a white font on the description of target achieved so when photocopied in black and white they are still readable. These reports will be widely circulated with the intention of meeting the New Choreography's expressed commitment to open, transparent accountability as a public service.

The National Directorate collects the information but the originators of the data are the 42 local areas. Validation processes are already in place for national standards monitoring. The information is collected using paper-based returns, as we do not yet have electronic systems capable of delivering it. Delays from some areas in returning information to deadlines continue to be a cause of concern. We are putting in place tracking systems that will monitor returns. Chief Officers will be contacted directly by John Scott (my Head of Performance, Planning and the Regions) if there are delays in their area. If the situation persists I will step in, directly.

The movement from 54 different systems to single national monitoring systems is a substantial collective achievement. In its first 10 months, the National Probation Service has undergone fundamental reconstruction, the detailed finessing of which will still continue for some time. The volume and pace of change has been, and will continue to be, relentless. The 8 areas undergoing complex amalgamations are still particularly pressed. BUT THERE HAS BEEN NO BREAK in business continuity and this is a major achievement across the whole organisation.

Having now established important baselines we are in a position to monitor performance trends throughout the 3-year change programme.

A national standards monitoring report is also prepared monthly by John Scott and is available if requested.

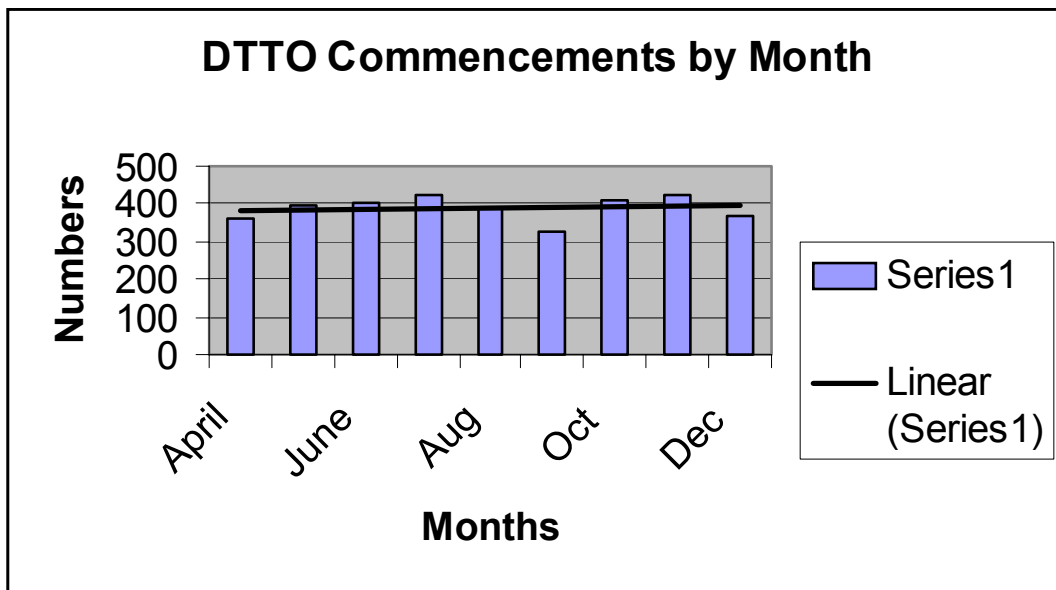
1. DTTO Commencement – April 1 to December 31 2001

The DTTO is a recently established order now rolled-out to all courts in England and Wales. The number of orders commenced during this period was 3511, which represents 56% of the annual target of approximately 6,000 commencements.

The orders were building steadily on a monthly basis for the first 4 months of the year and a linear projection at that time would have put us on target at the year-end. However we did experience a drop in August and September (from the monthly averages); this picked up again in October and November. There was a reduction in orders made in December, as expected due to the drop in court activity during the Christmas period. I would expect numbers to rise again in January.

Further work is being done within areas to lift these numbers and there have been some additional resources provided to those areas projected to deliver numbers above their target.

The graph below shows the national monthly profile. The linear profile shows a slight monthly increase.



At this monthly rate we are predicting that some 5,000 orders will be commenced by the end of the target year.

The details of the area and regional numbers are shown on the next page. This has changed from last month, following feedback from some readers. The targets are now shown as a straight-line profile over the period rather than as annual targets.

DTTOs commenced April 1st - December 31st 2001

Region	Area	Profiled target	Starts to date	Target Achieved	Performance
West Midlands	Staffordshire	81	80	99%	Near miss
	Warwickshire	36	39	108%	Above
	West Mercia	81	75	93%	Near miss
	West Midlands	285	225	79%	Below
	Regional Sub-total	483	419	87%	
North East	County Durham	60	36	60%	Below
	Northumbria	159	61	38%	Below
	Teesside	69	56	81%	Below
	Regional Sub-total	288	153	53%	
East	Bedfordshire	45	42	93%	Near miss
	Cambridgeshire	54	53	98%	Near miss
	Essex	105	87	83%	Below
	Hertfordshire	54	47	87%	Below
	Norfolk	60	29	48%	Below
	Suffolk	45	38	84%	Below
	Regional Sub-total	363	296	82%	
North West	Cheshire	84	44	52%	Below
	Cumbria	45	33	73%	Below
	Lancashire	144	85	59%	Below
	Greater Manchester	285	227	80%	Below
	Merseyside	171	141	82%	Below
	Regional Sub-total	729	530	73%	
East Midlands	Derbyshire	75	83	111%	Above
	Leicestershire & Rutland	75	64	85%	Below
	Lincolnshire	45	42	93%	Near miss
	Northamptonshire	45	36	80%	Below
	Nottinghamshire	97	120	124%	Above
	Regional Sub-total	337	345	102%	
Yorkshire & Humberside	Humberside	90	88	98%	Near miss
	North Yorkshire	54	54	100%	Above
	South Yorkshire	144	146	101%	Above
	West Yorkshire	233	167	72%	Below
	Regional Sub-total	521	455	87%	
South East	Hampshire	129	79	61%	Below
	Kent	120	101	84%	Below
	Surrey	45	38	84%	Below
	Sussex	90	74	82%	Below
	Thames Valley	120	159	133%	Above
	Regional Sub-total	504	451	89%	
South West	Avon & Somerset	105	70	67%	Below
	Devon/Cornwall	108	85	79%	Below
	Dorset	45	48	107%	Above
	Gloucestershire	36	37	103%	Above
	Wiltshire	36	34	94%	Near miss
	Regional Sub-total	330	274	83%	
London	London Sub Total	660	407	62%	Below
Wales	Dyfed/Powys	36	17	47%	Below
	Gwent	60	55	92%	Near miss
	North Wales	54	62	115%	Above
	South Wales	135	47	35%	Below
	Wales Sub-total	285	181	64%	
England & Wales		4500	3511	78%	

2. Enforcement as at October 2001

The HO business plan target (and SDA target) is that the National Probation Service takes breach action in accordance with the National Standard in 90% of cases. To fully meet the standard, three things must be achieved, ie:

- breach action taken after a second absence assessed as unacceptable
- the court contacted for a hearing date
- all of this achieved within 10 days

Enforcement was previously assessed through the annual audit of enforcement, carried out by probation areas and Association of Chief Officers of Probation. Performance was reported as:

- Sep 1998 51%
- Sep 1999 66%
- Sep 2000 70%

The third audit of enforcement (September 2000) carried out by probation areas and validated by HM Inspectorate of Probation showed that, on the key indicator of breach action, 70% of cases were dealt with correctly. That is to say, 65% of cases that should have been breached on the second unacceptable failure of the offender to comply were indeed breached, and in a further 5% there was proper managerial authorisation not to do so. This represented an improvement in performance even though there was a tougher standard introduced in 2000 (maximum of two unacceptable failures to comply for those serving community sentences as opposed to three under the 1995 standard).

From 1 October 2001 this and other National Standards are being monitored on a monthly basis. The performance measured over October and November, shown by type of order/licence figures, was:

- CRO 63% - CPO 76% - CPRO 65% - licences 66%

If all orders are taken together the headline performance figure is **68%**. However the new monthly monitoring arrangements do not report in the same way as the annual audits previously carried out. The equivalent figure to the 68% in October 2001 taken from the September 2000 audit was 62% showing a **modest improvement**. There was no significant variation in the overall averages from October and November, the overall improvement being 1%. HMIP and the NPD are currently undertaking an exercise to validate these figures by sample file reading out in areas, this will be complete by the middle of April.

Although there has been good progress since September 1998, it is expected that the target will take until year 2 of the change programme.

The introduction of the National Probation Service in April 2001 has put the emphasis firmly on performance management. The cultural issues about enforcement have been addressed.

This year probation areas' performance on this and other major targets is linked to the cash they receive. A model process for achieving breach action within the 10 day limit is being designed and will be piloted, before being implemented in 2002-03.

The details of the area and regional numbers are shown on the next page.

Enforcement October/November 2001

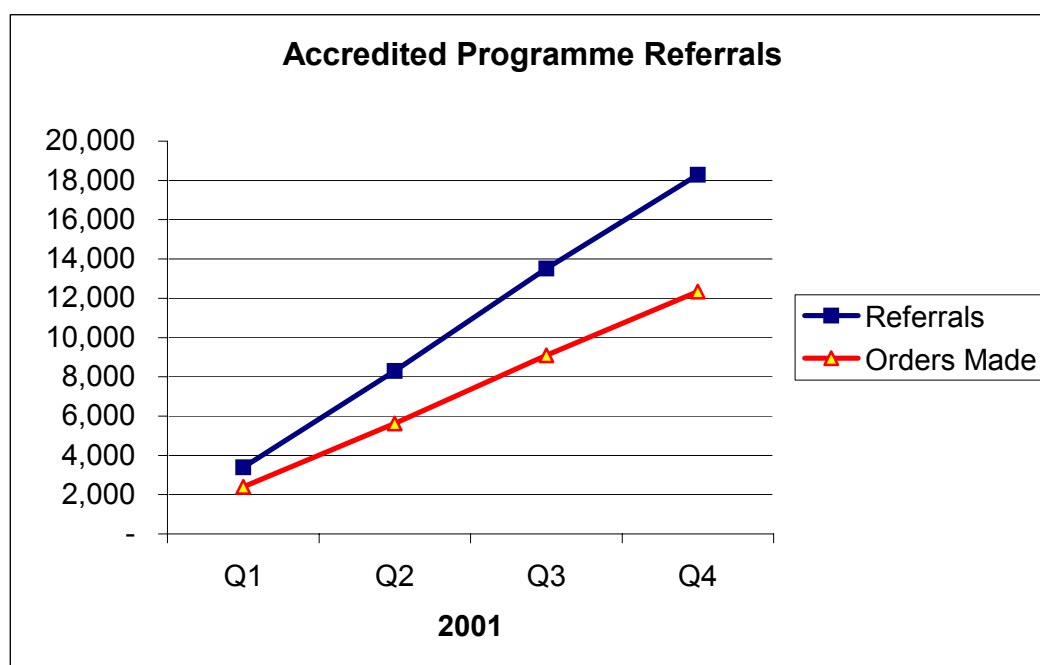
Region	Area	Proportion breached (within 10 days)	Proportion breached.	Performance against second column
West Midlands	Staffordshire	48%	64%	Below
	Warwickshire	59%	67%	Below
	West Mercia	74%	82%	Near miss
	West Midlands	41%	53%	Below
	Regional Sub-total	56%	67%	
North East	County Durham	60%	76%	Below
	Northumbria	71%	79%	Below
	Teesside	61%	71%	Below
	Regional Sub-total	64%	75%	
East	Bedfordshire	85%	93%	Above
	Cambridgeshire	66%	78%	Below
	Essex	59%	73%	Below
	Hertfordshire	57%	61%	Below
	Norfolk	60%	83%	Near miss
	Suffolk	54%	63%	Below
	Regional Sub-total	64%	75%	
North West	Cheshire	57%	72%	Below
	Cumbria	40%	55%	Below
	Lancashire	53%	68%	Below
	Greater Manchester	61%	72%	Below
	Merseyside	26%	66%	Below
	Regional Sub-total	47%	67%	
East Midlands	Derbyshire	94%	94%	Above
	Leicestershire & Rutland	29%	86%	Near miss
	Lincolnshire	47%	68%	Below
	Northamptonshire	50%	43%	Below
	Nottinghamshire	65%	80%	Near miss
	Regional Sub-total	57%	74%	
Yorkshire & Humberside	Humberside	74%	83%	Near miss
	North Yorkshire	60%	67%	Below
	South Yorkshire	66%	83%	Near miss
	West Yorkshire	51%	68%	Below
	Regional Sub-total	63%	75%	
South East	Hampshire	25%	54%	Below
	Kent	42%	45%	Below
	Surrey	50%	65%	Below
	Sussex	52%	69%	Below
	Thames Valley	54%	74%	Below
	Regional Sub-total	45%	61%	
South West	Avon & Somerset	46%	70%	Below
	Devon/Cornwall	42%	67%	Below
	Dorset	38%	63%	Below
	Gloucestershire	56%	69%	Below
	Wiltshire	65%	78%	Below
	Regional Sub-total	49%	69%	
London	London Sub Total	34%	56%	Below
Wales	Dyfed/Powys	53%	73%	Below
	Gwent	48%	76%	Below
	North Wales	71%	83%	Near miss
	South Wales	50%	58%	Below
	Wales Sub-total	56%	73%	
	England & Wales	53%	69%	

3. Accredited Programmes (“What Works”) to the end of December 2001

Performance information to 31.12.01 has been adjusted for the time it takes to deliver a programme following commencement. Performance tables are listed below. Using this criterion nine areas are achieving their target programme completions, 3 are within 10% of their target, and 30 are below target. **Overall the NPS has achieved 63% of the completions expected at this point, a significant improvement on previous quarters reflecting the bedding down of programme delivery after nine months of operation.**

The number of referrals resulting in a programme proposal to the courts exceeded the projection at 109%. **The overall concordance rate in court rose to 70% from 50% last quarter.** The number of orders and licences with a requirement to attend an accredited programme stands at 77% of the projected figure for 31.12.01.

Programme Referrals



18,315 offenders have been assessed as suitable for accredited programmes, and if this trend continues then the NPS will reach its target of 22,418 places being offered in the full financial year.

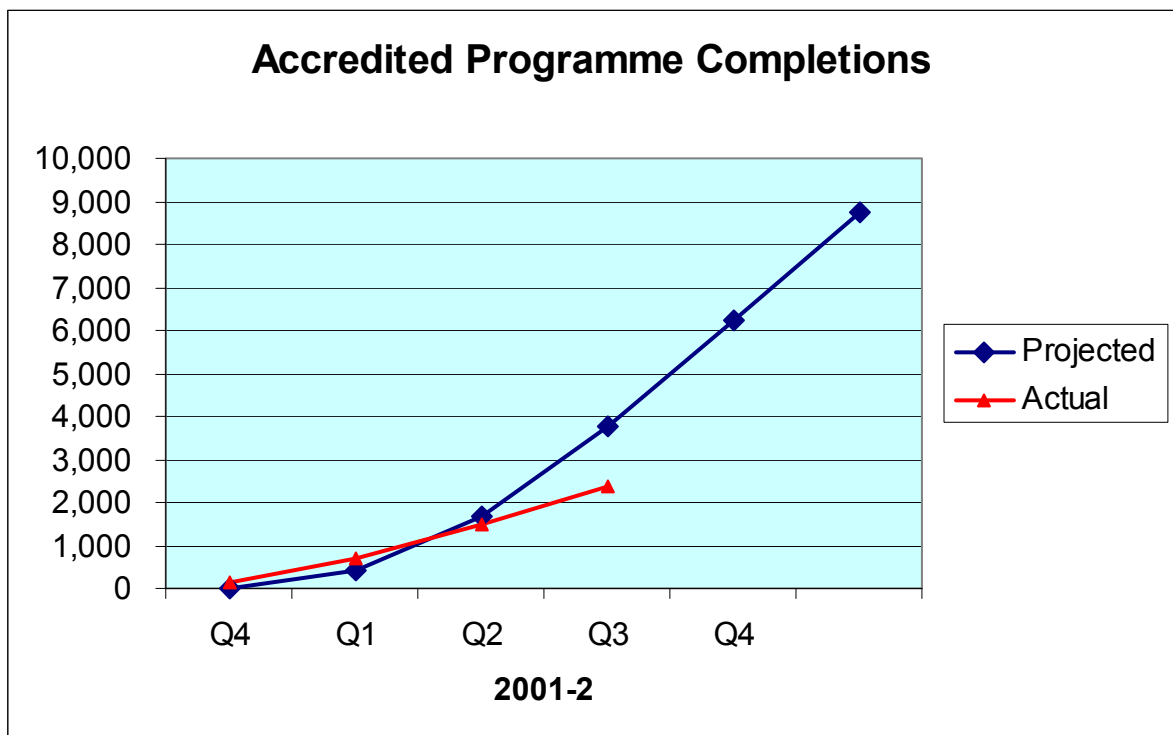
The concordance rate is still a cause for concern, with only 12,892 requirements being imposed, as the likelihood is that a significant number of offenders are sentenced to custody rather than a community penalty. Proposals are being developed for a sampling exercise to clarify the outcome in cases where no programme condition is imposed. The wide variation in concordance rates between areas may be caused by different recording practices, and Regional What Works Managers have been asked to clarify recording standards to areas.

The risk profile of offenders is still not consistent with the target profile, with medium risk offenders being under-represented. This is potentially important for programme completions as high-risk offenders are more likely to fail to complete. Accurate

targeting using OGRS2 risk scores is hampered by the lack of accurate information about previous convictions in 48% of cases assessed. The need for timely production of this information is now reflected in a Crown Prosecution Service performance target.

Programme Completions

The figures have been presented in a way that takes account of the time taken to deliver an accredited programme. This has been set at 4.5 months, to take account of sex offender programmes which can last more than a year and the Drink Impaired Driver programme which lasts only 13 sessions. The general offending programmes are around 35 sessions long, and areas are experimenting with different delivery patterns, some offering 2 or more sessions a week. There is however a limit to how fast offenders can learn, and intensive block delivery is likely to be ineffective.



63% of completions expected by 31.12.01 had been delivered. Reasons for dropout are recorded as breached 36%, 10% revoked, 9% ill-health, 8% gained employment, 5% excluded, 3% transferred, 1% entered education, and 25% other. Regional What Works managers will be examining the last category with areas to ascertain what other reasons are in this category. Work continues on improving compliance and motivation.

The details of the area and regional numbers are shown on the next two pages.

Accredited Programmes: January to December 2001

Region	Area	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9	
		Raw Data			Target outcomes expected by 31.12.01						
		Referrals	Orders/ licences made	Completions	2001-02 referral target	2001-02 completion target	Completions expected by 31.12.01	% expected referrals achieved	% expected conditions made	% expected completions achieved	
West Midlands	Staffordshire	99	243	4	453	202	76	29%	72%	5%	Below
	Warwickshire	55	37	3	168	75	28	44%	29%	11%	Below
	West Mercia	180	168	11	415	185	69	58%	54%	16%	Below
	West Midlands	1294	626	106	1576	703	264	109%	53%	40%	Below
	Regional Sub-Total	1628	1074	124	2612	1165	437	83%	55%	28%	
North East	Co Durham	219	232	77	298	133	50	98%	104%	154%	Above
	Northumbria	1073	720	243	809	361	135	177%	119%	180%	Above
	Teeside	763	370	82	430	192	72	236%	115%	114%	Above
	Regional Sub-Total	2055	1322	402	1538	686	257	178%	115%	156%	
East	Bedfordshire	254	129	37	204	91	34	166%	84%	108%	Above
	Cambridgeshire	115	113	24	217	97	36	71%	69%	66%	Below
	Essex	546	348	88	525	234	88	139%	88%	100%	Above
	Hertfordshire	512	145	18	316	141	53	216%	61%	34%	Below
	Norfolk	217	167	37	247	110	41	117%	90%	90%	Near miss
	Suffolk	234	146	28	177	79	30	176%	110%	95%	Near miss
Regional Sub-Total	1878	1048	232	1686	752	282	149%	83%	82%		
North West	Cheshire	211	156	23	352	157	59	80%	59%	39%	Below
	Cumbria	141	117	27	195	87	33	96%	80%	83%	Below
	Greater Manchester	1392	801	158	1556	694	260	119%	69%	61%	Below
	Lancashire	744	677	166	729	325	122	136%	124%	136%	Above
	Merseyside	659	436	74	845	377	141	104%	69%	52%	Below
	Regional Sub-Total	3147	2187	448	3677	1640	615	114%	79%	73%	
East Midlands	Derbyshire	357	159	36	581	259	97	82%	37%	37%	Below
	Leicestershire	453	220	30	1016	453	170	59%	29%	18%	Below
	Lincolnshire	268	265	24	262	117	44	136%	135%	55%	Below
	Northamptonshire	319	308	20	220	98	37	194%	187%	54%	Below
	Nottinghamshire	184	195	18	572	255	96	43%	45%	19%	Below

Region	Area	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6				Column 9
		Raw Data					Target outcomes expected by 31.12.01				
		763	Orders/ licences made	82	2001-02 referral target	2001-02 completion target	Completions expected by 31.12.01	% expected referrals achieved	% expected conditions made	% expected completions achieved	
Yorkshire & Humberside	Humberside	673	176	29	412	184	69	218%	57%	42%	Below
	South Yorkshire	571	269	20	675	301	113	113%	53%	18%	Below
	North Yorkshire	165	120	11	226	101	38	97%	71%	29%	Below
	West Yorkshire	986	743	86	1215	542	203	108%	82%	42%	Below
	Regional Sub-Total	2395	1308	146	2529	1128	423	126%	69%	35%	
South East	Hampshire	416	227	50	1172	523	196	47%	26%	25%	Below
	Kent	248	168	36	538	240	90	61%	42%	40%	Below
	Surrey	196	123	52	242	108	41	108%	68%	128%	Above
	Sussex	214	178	19	412	184	69	69%	58%	28%	Below
	Thames Valley	328	288	99	628	280	105	70%	61%	94%	Near miss
Regional Sub-Total	1402	984	256	2993	1335	501	62%	44%	51%		
South West	Avon & Somerset	392	392	109	621	277	104	84%	84%	105%	Above
	Devon & Cornwall	493	487	29	502	224	84	131%	129%	35%	Below
	Dorset	184	130	24	265	118	44	93%	66%	54%	Below
	Gloucestershire	203	203	61	247	110	41	110%	110%	148%	Above
	Wiltshire	289	121	19	247	110	41	156%	65%	46%	Below
Regional Sub-Total	1561	1333	242	1881	839	315	111%	94%	77%	Below	
London Total	London	1588	1736	353	3035	1354	508	70%	76%	70%	Below
Wales	Dyfed-Powys	65	65	9	213	95	36	41%	41%	25%	Below
	Gwent	415	339	13	271	121	45	204%	167%	29%	Below
	North Wales	118	20	12	233	104	39	67%	11%	31%	Below
	South Wales	482	329	15	587	262	98	109%	75%	15%	Below
Regional Sub-Total	1080	753	49	1305	582	218	110%	77%	22%		
England & Wales		18315	12892	2380	22418	10000	3750	109%	77%	63%	

4. Race Equality – Ethnic Monitoring 2000 – Home Secretary’s Race Equality Targets

The publication of the Probation Statistics for England and Wales in January 2002 confirmed the progress the National Probation Service was continuing to make in the recruitment and grade progression of ethnic minority staff.

Some real achievements have been made:

- The first minority chief officer has been appointed.
- When first appointed some 7 of the 42 Board Chairs were from minority ethnic backgrounds (None of the previous 54 Committee Chairs were).
- About 100 minority ethnic Board members have been appointed (there were only a handful previously).
- At the end of December 2000, 9.8% of probation staff were from minority ethnic backgrounds compared with a target of 8.4% set for 2009.
- 4 new appointments have been made at senior management level. A scheme to provide development needs such as mentoring, coaching etc is being implemented to identify and fast track talented minority ethnic staff.
- 7.9% of senior probation officers (middle managers) are from ethnic minorities, this exceeds the March 2009 target of 6.5%.
- More focussed approaches to work with racially motivated offenders are being developed. Interventions are being tailored to minority ethnic offenders and community safety work with minority ethnic groups is being reviewed.

The table below shows performance against regional targets:

Region	Target set	Achieved	Above/Below Target
West Midlands	11.6	13.3	Above
North East	1.4	1.7	Above
East	4.9	4.9	Above
North West	5.4	6.1	Above
East Midlands	7.2	8.6	Above
Yorks & Humber	5.1	8.4	Above
South East	3.6	4.0	Above
South West	2.6	3.3	Above
London	26.5	30.2	Above
Wales	1.7	2.3	Above
England & Wales	8.4	9.8	

This information will be updated with the detailed provisional figures January – September 2001 in the March report. One highlight from this future report shows that the proportion of middle managers has increased to 8.6% (target of 6.5%) and the proportion of ACO/Area managers has increased from 1.5% to 4.2%.

5. Sickness Absence – July to December 2001

All local areas are required to monitor sickness absence using a standard format starting from the 1st July 2001 and provide quarterly monitoring returns to the NPD. No targets were set for this year but there is a target of 10 days in 2002/03 and 9 days in 2003/04, taking the NPS to the Service Delivery Agreement. Monitoring was started early in order to establish a base line and take the operations in to gearing work necessary to achieve this target over the next two years.

The national average for the first quarter was 11.78 days and for the second quarter it was 12.97. The cumulative for the whole period was 12.39. We do not collect full statistics to explain the difference between the two quarters but areas did comment that historically this 'winter' quarter did produce more sickness absence.

Some areas already have good systems for monitoring and managing absence and that good practice is being shared across the national HR network.

These include:

- 'Case Management' approach to tackling long term absence.
- Monthly feedback (statistics) to line managers.
- Return to work interviews.
- Probation Board reports.
- Automatic referral to occupational health.
- Healthy Roadshows.
- Stress counselling/health care services.
- **Constant chasing.**

For external benchmarking the NPS average figure compares favourably with the Police at 12.4 days and the Prison Service at 13.9 days. The recently published survey 'Sickness Absence in Local Government 2001' showed Social services sickness rates at an average of 15 days per employee.

The internal audit (Home Office) of these arrangements across England & Wales has been completed. The report is being considered by the NPD and it will certainly mean that further guidance on monitoring sickness absence will be provided to areas as soon as possible.

The details of the area and regional numbers are shown on the next page.

Performance Against SDA Target on Sickness Absence July to Dec 2001-02

		Average Days Absence July to Sep	Average Days Absence Oct to Dec	Average Days Absence July to Dec	Performance against the 2002/03 target (10 days)
West Midlands	Staffordshire	11.88	13.87	12.70	Above
	Warwickshire	10.10	12.93	11.52	Above
	West Mercia	5.93	7.66	6.82	Below
	West Midlands	13.11	13.80	13.45	Above
	Regional Sub-total	11.57	12.68	12.12	
North East	Co. Durham	7.62	9.59	8.63	Below
	Northumbria	10.74	9.24	9.98	Below
	Teesside	10.13	15.69	13.04	Above
	Regional Sub-total	9.83	11.14	10.50	
East	Bedfordshire	16.52	8.99	12.76	Above
	Cambridgeshire	11.72	9.38	10.52	Near Miss
	Essex	8.99	10.27	9.65	Below
	Hertfordshire	12.05	12.77	12.40	Above
	Norfolk	10.55	11.59	11.00	Near Miss
	Suffolk	9.93	12.00	10.97	Near Miss
	Regional Sub-total	11.07	10.78	10.93	
North West	Cheshire	14.17	12.39	13.25	Above
	Cumbria	16.18	13.29	14.69	Above
	Lancashire	7.73	13.43	10.58	Near Miss
	Greater Manchester	10.12	15.50	12.76	Above
	Merseyside	12.90	14.86	13.88	Above
	Regional Sub-total	11.04	14.48	12.76	
East Midlands	Derbyshire	8.33	10.44	9.39	Below
	Leicestershire & Rutland	10.10	9.87	9.98	Below
	Lincolnshire	9.20	11.73	10.47	Near Miss
	Northamptonshire	11.65	8.25	9.98	Below
	Nottinghamshire	11.37	11.70	11.54	Above
	Regional Sub-total	10.11	10.59	10.36	
Yorkshire & Humberside	Humberside	6.80	11.36	9.14	Below
	North Yorkshire	11.69	7.85	9.76	Below
	South Yorkshire	11.86	14.69	13.29	Above
	West Yorkshire	17.29	16.55	16.90	Above
	Regional Sub-total	13.23	14.27	13.77	
South East	Hampshire	9.60	10.21	9.92	Below
	Kent	11.15	13.66	12.40	Above
	Surrey	6.87	10.94	9.03	Below
	Sussex	13.15	22.82	18.11	Above
	Thames Valley	10.66	11.07	10.86	Near Miss
	Regional Sub-total	10.51	13.18	11.88	
South West	Avon & Somerset	16.13	17.51	16.85	Above
	Devon & Cornwall	16.07	13.59	14.84	Above
	Dorset	14.03	10.34	12.19	Above
	Gloucestershire	18.06	11.34	14.75	Above
	Wiltshire	11.34	10.04	10.58	Near Miss
	Regional Sub-total	15.58	13.89	14.71	
London	London	11.85	12.17	12.01	Above
Wales	Dyfed-Powys	9.94	9.26	9.59	Below
	Gwent	17.34	19.55	18.46	Above
	North Wales	14.86	16.14	15.48	Above
	South Wales	13.03	14.13	13.67	Above
	Wales Sub-total	13.76	14.72	14.28	
	England & Wales	11.78	12.97	12.39	

6. Victim Contact – April 1 to June 30

The New Choreography makes it clear that the National Probation Service delivers services to victims as well as offenders and the wider community. The development of this area of practice is included under Stretch Objective II, namely “more contact and involvement with the victims of serious sexual and other violent crime”.

The recognition of the benefits of victim work, from the perspective of those offended against, led to the creation of a new statutory duty to offer contact to a specific group of victims in Section 69 of the Criminal and Court Services Act 2000. Under the Act, local areas probation boards have a statutory duty to offer contact, consult and notify victims, if they wish, about significant aspects of the release arrangements of offenders convicted of a sexual or violent offence leading to a sentence of imprisonment of 12 months or more. This statutory duty reflects a significant advance on the previous (non-statutory) arrangements. It was the first legislative framework for victim work and is therefore an important step towards ensuring that the interests of victims are seen as important within the criminal justice process.

The National Standard for this victim contact work is that probation areas should offer face-to-face contact between the victim (or family) and a member of the probation service (or agent) within 8 weeks of the offender being sentenced. The NPS target is to make this initial contact within this period, in 85% of all eligible cases.

This target only applies to cases where the offender is sentenced to 4 years or more but will be formally extended to cases involving sentences of between 12 months – 4 years, from April 2002. In order to “get ahead”, the new monitoring arrangements introduced in April 2001 (currently operating on a paper based monitoring system) cover both categories. The table below summarises performance information from the above period:

LENGTH OF SENTENCE	NUMBER OF CASES	NUMBER OF NAMED VICTIMS	AVERAGE NATIONAL PERFORMANCE
4yrs plus	998	1,426	49%
12 mths-4 yrs	1802	2,001	55%
Totals	2,800	3,427	52%

The figures demonstrate a substantial performance improvement when measured against the base line established through the HMIP Thematic Inspection Report in 1999. This inspection showed that, on average, the victim was contacted within the target period in only 30% of cases.

This 22% improvement has not been easy to achieve but reflects the NPS commitment to continuing to improve our performance with victims.

One of the serious inhibitors is lack of resource for this new target, service delivery area. The bid submitted in SR 2000 was only 50% funded, leaving complex decisions about priority investment. The National Directorate and operational areas continue to grapple with these complexities, but cannot entirely close the gap between resourcing and statutory requirements. The quarterly performance figures are presented in detail in the next two comparison charts. The first shows performance on offenders sentenced to 4 years or more and the second shows the performance on those sentenced to between 12 months and 4 years.

Victim Contact - Sentence of 4 years or more

Region	Area	Number of Named Victims	Number contacted within 8 weeks	Target Achieved	Performance
West Midlands	Staffordshire	32	28	88%	Above
	Warwickshire	7	4	57%	Below
	West Mercia	34	4	12%	Below
	West Midlands	169	0	0%	Below
	Regional Sub-total	242	36	15%	
North East	County Durham	3	3	100%	Above
	Northumbria	31	31	100%	Above
	Teesside	21	21	100%	Above
	Regional Sub-total	55	55	100%	
East	Bedfordshire	13	9	69%	Below
	Cambridgeshire	20	11	55%	Below
	Essex	33	27	82%	Near miss
	Hertfordshire	7	0	0%	Below
	Norfolk	19	11	58%	Below
	Suffolk	3	1	33%	Below
Regional Sub-total	95	59	62%		
North West	Cheshire	25	7	28%	Below
	Cumbria	16	16	100%	Above
	Lancashire	27	22	81%	Near miss
	Greater Manchester	108	63	58%	Below
	Merseyside	56	37	66%	Below
	Regional Sub-total	232	145	63%	
East Midlands	Derbyshire	32	12	38%	Below
	Leicestershire & Rutland	20	19	95%	Above
	Lincolnshire	16	16	100%	Above
	Northamptonshire	16	15	94%	Above
	Nottinghamshire	33	19	58%	Below
	Regional Sub-total	117	81	69%	
Yorkshire & Humberside	Humberside	26	17	65%	Below
	North Yorkshire	8	7	88%	Above
	South Yorkshire	50	25	50%	Below
	West Yorkshire	113	77	68%	Below
	Regional Sub-total	197	126	64%	
South East	Hampshire	25	4	16%	Below
	Kent	40	28	70%	Below
	Surrey	8	4	50%	Below
	Sussex	48	26	54%	Below
	Thames Valley	15	4	27%	Below
	Regional Sub-total	136	66	49%	
South West	Avon & Somerset	74	8	11%	Below
	Devon/Cornwall	17	8	47%	Below
	Dorset	6	6	100%	Above
	Gloucestershire	9	6	67%	Below
	Wiltshire	5	5	100%	Above
	Regional Sub-total	111	33	30%	
London	London Sub Total	216	75	35%	Below
Wales	Dyfed/Powys	0	0		
	Gwent	3	2	67%	Below
	North Wales	6	2	33%	Above
	South Wales	16	15	94%	Above
	Wales Sub-total	25	19	76%	
England & Wales		1426	695	49%	

Victim Contact - Sentence of 12 months to 4 years

Region	Area	Number of Named Victims	Number contacted within 8 weeks	Target Achieved	Performance
West Midlands	Staffordshire	53	38	72%	Below
	Warwickshire	10	1	10%	Below
	West Mercia	37	8	22%	Below
	West Midlands	170	2	1%	Below
	Regional Sub-total	270	49	18%	
North East	County Durham	6	6	100%	Above
	Northumbria	81	79	98%	Above
	Teesside	28	25	89%	Above
	Regional Sub-total	115	110	96%	
East	Bedfordshire	31	22	71%	Below
	Cambridgeshire	13	9	69%	Below
	Essex	30	18	60%	Below
	Hertfordshire	16	0	0%	Below
	Norfolk	23	21	91%	Above
	Suffolk	12	8	67%	Below
Regional Sub-total	125	78	62%		
North West	Cheshire	39	29	74%	Below
	Cumbria	25	25	100%	Above
	Lancashire	92	51	55%	Below
	Greater Manchester	158	82	52%	Below
	Merseyside	58	39	67%	Below
Regional Sub-total	372	226	61%		
East Midlands	Derbyshire	48	33	69%	Below
	Leicestershire & Rutland	72	65	90%	Above
	Lincolnshire	15	15	100%	Above
	Northamptonshire	33	28	85%	Above
	Nottinghamshire	54	31	57%	Below
Regional Sub-total	222	172	77%		
Yorkshire & Humberside	Humberside	33	28	85%	Above
	North Yorkshire	11	4	36%	Below
	South Yorkshire	47	34	72%	Below
	West Yorkshire	139	112	81%	Near miss
Regional Sub-total	230	178	77%		
South East	Hampshire	53	14	26%	Below
	Kent	48	38	79%	Near miss
	Surrey	9	8	89%	Above
	Sussex	56	37	66%	Below
	Thames Valley	23	10	43%	Below
Regional Sub-total	189	107	57%		
South West	Avon & Somerset	80	9	11%	Below
	Devon/Cornwall	34	7	21%	Below
	Dorset	13	10	77%	Near miss
	Gloucestershire	19	12	63%	Below
	Wiltshire	20	18	90%	Above
Regional Sub-total	166	56	34%		
London	London Sub Total	215	39	18%	Below
Wales	Dyfed/Powys	5	5	100%	Above
	Gwent	15	12	80%	Near miss
	North Wales	19	17	89%	Above
	South Wales	58	44	76%	Near miss
	Wales Sub-total	97	78	80%	
England & Wales	2001	1093	55%		