



NATIONAL PROBATION SERVICE
for England and Wales

National Directorate

National Probation Service

Performance Report 4 Year Ending 2001-02

June 2002

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NATIONAL DIRECTOR**

PERFORMANCE SUMMARY 2001/2

Introduction

The National Probation Service (NPS) was formed on 1 April 2001 under the Criminal Justice and Court Services Act. Here I present high level reports on the first year of the NPS 3-year change programme entitled "A New Choreography". This fundamental reconstruction of the previous 54 area services and Home Office probation policy unit is intended to create a credible, young adult and adult community corrections organisation. There are now 43 component parts of the NPS – 42 operational delivery areas coterminous with police boundaries and a central probation directorate based in Horseferry House. The NPS 10 regions are mapped on those of the GORs.

The aim is to design cutting edge risk assessment tools and offender programmes and interventions based on the evidence of what is most likely to reduce predicted reconviction rates and give better public protection. At the same time, our imperative is to build capacity to operationalise and deliver these services.

Year 1 has involved the recruitment of new staff. 1,096 Trainee Probation Officers and a 24% increase in Probation Service Officers. Existing staff were often involved in major training and skilling programmes. Critical business processes were re-engineered at the same time as putting in place a robust performance management framework and culture. The NPS also added to and strengthened our strategic and delivery relationships with police and prisons in particular, and many other key partners and providers.

The finessing of the changes will continue in Years 2 and 3.

A major collective achievement in Year 1 has been the move from 54 different systems to a single, national monitoring system, enabling these regular, high level reports on key delivery indicators across all 42 operational areas. Validation arrangements around national standards are in place with HMI of Probation and we know from these that there is still more to be done to ensure greater accuracy and speed of reporting. But determination is high in an organisation that aspires to being "excellent", as is commitment to the expressed values of openness, transparency and accountability as a public service.

CAPACITY BUILDING

i) Volume

On any given day, the NPS expects to manage around 200,000 offenders in the community. These comprise the full range of offenders, including around 5,000 sex offenders and a growing cohort assessed as imminently dangerous. Persistence was a feature of many. However, a growing percentage of Community Rehabilitation Orders (25% in 2000 and 2001) were first time offenders.

In 2001, the NPS commenced:

- 126,741 Community Supervision Orders (ie CRO, CPO, CPROs)
- 167,841 statutory custody (pre and post) cases

In 2001, the NPS prepared:

- 222,800 pre-sentence reports for the Courts
- 21,800 specific sentence reports for the Courts
- 57,600 other reports (ie parole assessment reports, bail information and home detention curfew reports)

The provision of services to specified victims also became a core statutory duty for the new National Probation Service. Steps are currently being taken to establish the victim caseload current at that time and throughout this first year. We do know, however, that the NPS gave service in Year 1 to around 16,000 new victims. The evidence suggests that this number will continue to grow in Year 2.

There was no break in the business continuity or the management of the offenders and victims during the year of relentless fast moving change. I want to acknowledge and commend staff across England and Wales for this achievement.

ii) **CONTENT**

Capacity building is much more than being able to handle large numbers. It is also about building and sustaining the capability of staff to assess risk, motivate and achieve the compliance and engagement of offenders in programmes and interventions which change and rehabilitate – the management of risk and dangerousness being at the centre of practice.

These offenders are not prisoners. Community corrections is about developing the capability to do this work with offenders in a safe and effective juxtaposition with the rest of their day to day relationships and lives.

In Year 1, the NPS has delivered more contact, more content and more enforcement, changing offenders' expectations of what community supervision will provide for them and what requirements and incursions into their lives and freedoms will be made. Developing improved case management skills has begun, given the Service's growing awareness of the high levels of practitioner skills required to manage complex assessments and the expanding range of accredited programmes and important interventions such as those geared to the delivery of basic skills.

Year 1 Achievements on Content Building Included

a) **Assessment**

- the design and testing, with prisons, of OASys. NPS began the training and roll-out of this critical assessment tool across England and Wales (to be completed in Year 2).
- Agreement with police on use of MATRIX 2000 as the joint sex offender assessment tool.
- Began the validation of a domestic violence assessment tool (SARA), developed in Canada. Talks have begun with police on its potential use here.

b) **Programmes**

- Implemented offending behaviour programmes in all 42 areas
- Began the roll out of accredited sex offender treatment programmes in 42 areas (to be completed by the end of this year).
- Also began the roll out of other accredited programmes ie
 - Drink impaired drivers (DIDs)
 - Aggression Replacement Training (ARTS)
 - Addressing Substance Related Offending (ASROs)
 - Personal Reduction in Substance Misuse (PRISM – a one-to-one programme)
 - 1 – 1 general offending behaviour programme
- Basic skills provision in partnership with the Learning Skills Council (now being implemented in the 42 areas)
- Implemented persistent offender schemes and street crime initiatives in the targeted areas.
- Implemented Drug Treatment and Testing Orders in all 42 areas.
- Made substantial progress in the development of Enhanced Community Punishment (to be rolled out in all areas from April 2003).

Other interventions or programmes were progressed to the design or testing stage eg:

- Focus on Violence – Male (to be developed in Year 2 for female violence)
- Women’s acquisitive crime (5 models)
- Domestic violence (2 models)
- Racially motivated offending (2 models)
- Booster programmes to build on programmes delivered in prisons, ie:
 - general offending behaviour
 - violence

NB: all three of the NPS sex offender treatment programmes accredited for use in the community are designed to act as boosters to the prisons SOTP.

- Resettlement programmes
 - Motivating Offenders to Rethink Everything (MORE)
 - Focus on Resettlement (FOR)

iii) **MANAGING DANGEROUSNESS**

Forty two Multi Agency Public Protection Arrangements are in place across England and Wales.

Whilst NPS new statutory duties in respect of victims are outputs in their own right for victims, this work has also strengthened the capacity of the NPS on risk and dangerousness assessment, the sharper formulation of proposed conditions in post custody licences and action planning with police to enhance the safety of particular individuals or communities.

iv) **OUTPUTS/OUTCOMES**

In the following pages, I present high level reports on the 42 probation areas' performance in relation to those outputs which contribute most to the Home Office delivery contract and Service Delivery Agreements. All reflect lifting performance in the NPS.

Outcome data is not yet available. The first actual reconviction rates are targeted for reporting in late 2003.

v) **“A NEW CHOREOGRAPHY” – 2 KEY AIMS**

Aim 1:

“By 2004 establish itself as a world leader in designing and implementing offender assessment and supervision programmes that effectively reduce re-offending and improve public safety.”

In Year 1 the NPS has established a growing number of relationships and/or working partnerships with 16 other countries. This has enabled us to begin to think about how to benchmark NPS Community Corrections programmes with others, to ensure like with like comparisons. The early indications are that, despite NPS scale being greater than elsewhere, the first offender programme completion rates compare favourably. These international linkages will, with time, increasingly bring new evidence to the evaluation of effective sentencing as well as helping to unlock the more effective use of prisons.

A number of countries have been impressed and influenced by the NPS approach, arguments and new proposals:

- Both Sweden and Holland, following visits have now decided that they will also go to scale and deliver “What Works” as their major national community correctional policy.
- Norway has translated OASys and is currently validating its use with their offenders.
- NPS has made a bid, in partnership with Portugal, Ireland and Spain to seek European Union funding to develop an international benchmarking group for offender assessment.
- Estonia is planning to implement the ART programme and has requested that we train their staff (no decision yet).

- Both Scotland and Northern Ireland plan to implement the NPS Community Sex Offender Programme and have requested that we train their staff. We intend to agree to this.

Aim 2

“By 2006 be recognised as a top performing public service as benchmarked by the European Excellence Model (EEM).”

All 43 component parts of the NPS are engaged in this continuous improvement process and completed assessments last September to establish the first Service baseline. A second assessment will be conducted at the same time this year. These results will indicate the rate of improvement by the NPS in Year 1 and will be published at the time.

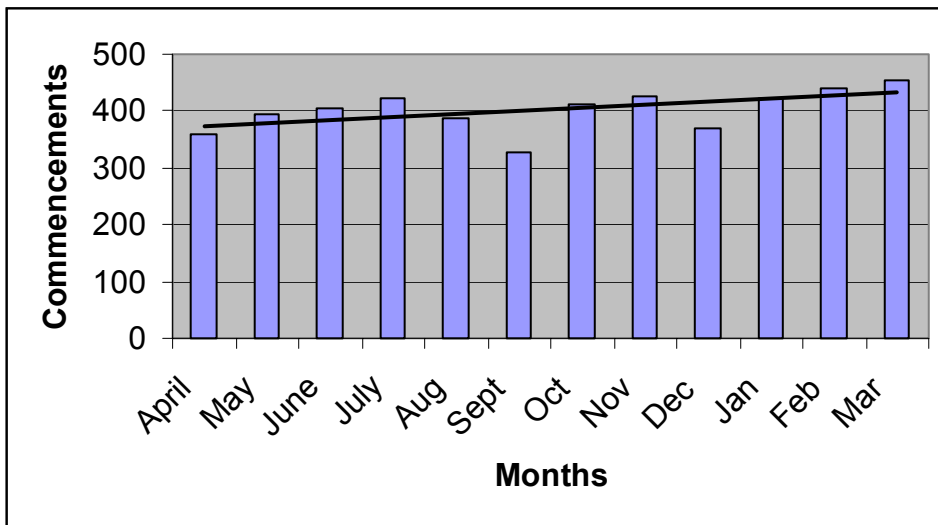
vi) **NPS STAFF**

A great deal has been expected of the NPS in Year 1 of the new Service – all staff have been touched by and had to accommodate unprecedented change. That so much has been achieved at such speed is a tribute to their commitment to this very important work.

1. DTTO Commencement – April 1 200 1 to March 31 2002

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 4852, which represents 81% 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. Numbers did rise and the trend increased with 422 orders in January, 441 in February and 455 in March.



The graph above shows the national monthly profile for 2001/2. The linear profile shows a steady monthly increase.

This experience allows more accurate profiling for 2002/03. Future reports will measure actual performance against this revised profile

The details of the area and regional numbers are shown on the next page. 14 areas have ended the year at or above target, with 5 near misses.

DTTOs commenced April 1st - March 31st 2002

Region	Area	Profiled target	Starts to date	Target Achieved	Performance
West Midlands	Staffordshire	110	97	88%	Below
	Warwickshire	50	51	102%	Above
	West Mercia	110	101	92%	Near miss
	West Midlands	380	311	82%	Below
	Regional Sub-total	650	560	86%	
North East	County Durham	80	61	76%	Below
	Northumbria	210	105	50%	Below
	Teesside	90	92	102%	Above
	Regional Sub-total	380	258	68%	
East	Bedfordshire	60	59	98%	Near miss
	Cambridgeshire	70	74	106%	Above
	Essex	140	103	74%	Below
	Hertfordshire	70	62	89%	Below
	Norfolk	80	47	59%	Below
	Suffolk	60	51	85%	Below
	Regional Sub-total	480	396	83%	
North West	Cheshire	110	65	59%	Below
	Cumbria	60	54	90%	Near miss
	Lancashire	190	111	58%	Below
	Greater Manchester	380	292	77%	Below
	Merseyside	230	178	77%	Below
	Regional Sub-total	970	700	72%	
East Midlands	Derbyshire	100	123	123%	Above
	Leicestershire & Rutland	100	112	112%	Above
	Lincolnshire	60	61	102%	Above
	Northamptonshire	60	43	72%	Below
	Nottinghamshire	130	157	121%	Above
	Regional Sub-total	450	496	110%	
Yorkshire & Humberside	Humberside	120	115	96%	Near miss
	North Yorkshire	70	62	89%	Below
	South Yorkshire	190	197	104%	Above
	West Yorkshire	310	240	77%	Below
	Regional Sub-total	690	614	89%	
South East	Hampshire	170	131	77%	Below
	Kent	160	128	80%	Below
	Surrey	60	49	82%	Below
	Sussex	120	96	80%	Below
	Thames Valley	160	210	131%	Above
	Regional Sub-total	670	614	92%	
South West	Avon & Somerset	140	98	70%	Below
	Devon/Cornwall	150	121	81%	Below
	Dorset	60	61	102%	Above
	Gloucestershire	50	52	104%	Above
	Wiltshire	50	53	106%	Above
	Regional Sub-total	450	385	86%	
London	London Sub Total	880	556	63%	Below
Wales	Dyfed/Powys	50	28	56%	Below
	Gwent	80	89	111%	Above
	North Wales	70	81	116%	Above
	South Wales	180	65	36%	Below
	Wales Sub-total	380	263	69%	
England & Wales		6000	4842	81%	

2. Enforcement as at March 2002

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

From 1 October 2001 this and other National Standards are being monitored on a monthly basis.

The performance measured over the six month period, shown by type of order/licence figures, was:

CRO 64% (50% within 10 days)
CPO 78% (59% within 10 days)
CPRO 65% (47% within 10 days)
Licences 69% (58% within 10 days)

The performance measured taking all orders together, over the period was **69%**. HMIP and the NPD have recently completed an exercise to validate these figures by sample file reading out in areas. The information collected is currently being analysed. Initial findings do raise a number of issues about data quality and this will be part of another report.

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. It is worth recording that the National Standards monitoring uses a sample of files and that the sample includes cases which would have been terminated for over 6 months. Assessing this historical data does mean that these results do not always reflect recent changes in practice. Our objective in Year 2 is to try to bridge the time gap between enforcement events and national monitoring.

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

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

Enforcement October 2001 - March 2002

Region	Area name	Proportion breached within 10 days	Proportion breached whether or not within 10 days	Performance against 2nd column (90% target)
West Midlands	Staffordshire	44%	64%	Below
	Warwickshire	68%	74%	Below
	West Mercia	58%	67%	Below
	West Midlands	32%	53%	Below
	Regional Sub Total	44%	61%	
North East	County Durham	73%	81%	Near miss
	Northumbria	74%	82%	Near miss
	Teesside	69%	77%	Below
	Regional Sub Total	72%	80%	
East	Bedfordshire	77%	83%	Near miss
	Cambridgeshire	62%	72%	Below
	Essex	60%	72%	Below
	Hertfordshire	44%	54%	Below
	Norfolk	66%	84%	Near miss
	Suffolk	55%	66%	Below
	Regional Sub Total	60%	71%	
North West	Cheshire	50%	59%	Below
	Cumbria	45%	54%	Below
	Greater Manchester	68%	78%	Below
	Lancashire	51%	71%	Below
	Merseyside	41%	71%	Below
	Regional Sub Total	55%	71%	
East Midlands	Derbyshire	92%	93%	Above
	Leicestershire & Rutland	38%	81%	Near miss
	Lincolnshire	72%	82%	Near miss
	Northamptonshire	29%	43%	Below
	Nottinghamshire	72%	83%	Near miss
	Regional Sub Total	61%	79%	
Yorkshire & Humberside	Humberside	73%	79%	Below
	North Yorkshire	49%	63%	Below
	South Yorkshire	65%	80%	Near miss
	West Yorkshire	54%	67%	Below
	Regional Sub Total	59%	72%	
South East	Hampshire	39%	66%	Below
	Kent	47%	55%	Below
	Surrey	58%	75%	Below
	Sussex	55%	73%	Below
	Thames Valley	54%	71%	Below
	Regional Sub Total	49%	66%	
South West	Avon & Somerset	52%	78%	Below
	Devon/Cornwall	59%	77%	Below
	Dorset	37%	64%	Below
	Gloucestershire	54%	72%	Below
	Wiltshire	55%	78%	Below
	Regional Sub Total	51%	74%	
London	London Sub Total	31%	56%	Below
Wales	Dyfed/Powys	54%	73%	Below
	Gwent	51%	75%	Below
	North Wales	53%	74%	Below
	South Wales	53%	62%	Below
	Regional Sub Total	53%	69%	
ENGLAND & WALES		53%	69%	

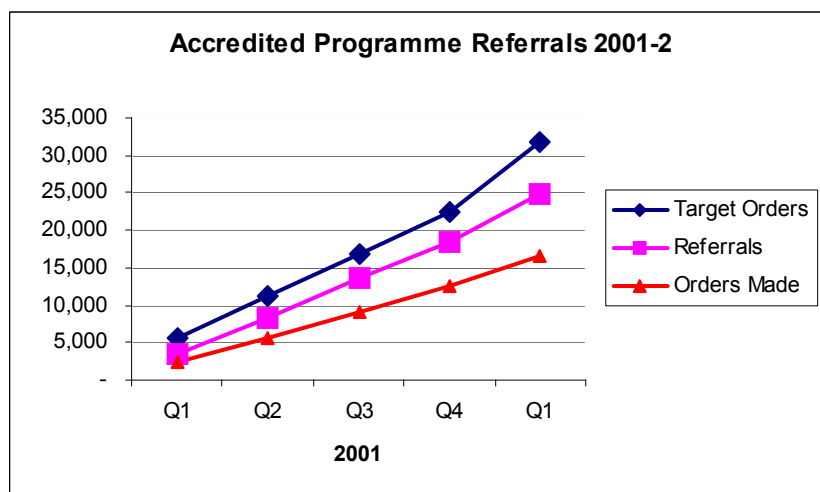
3. Accredited Programmes (“What Works”) to the end of March 2002

Information from areas on accredited programme completion is collected quarterly, although it is intended to commence collecting headline data monthly from July onwards.

Performance information has been adjusted for the time it takes to deliver a programme following commencement. Performance tables are listed below. Using this criterion four areas are achieving their target programme completions, two are within 10% of their target. Overall the NPS has achieved 55% of the completions expected at this point.

The number of referrals resulting in a programme proposal to the courts exceeded the projection at 111%. The overall concordance rate in court remained static at 70%. The number of orders and licences with a requirement to attend an accredited programme stands at 77% of the projected figure for the year.

Programme Referrals



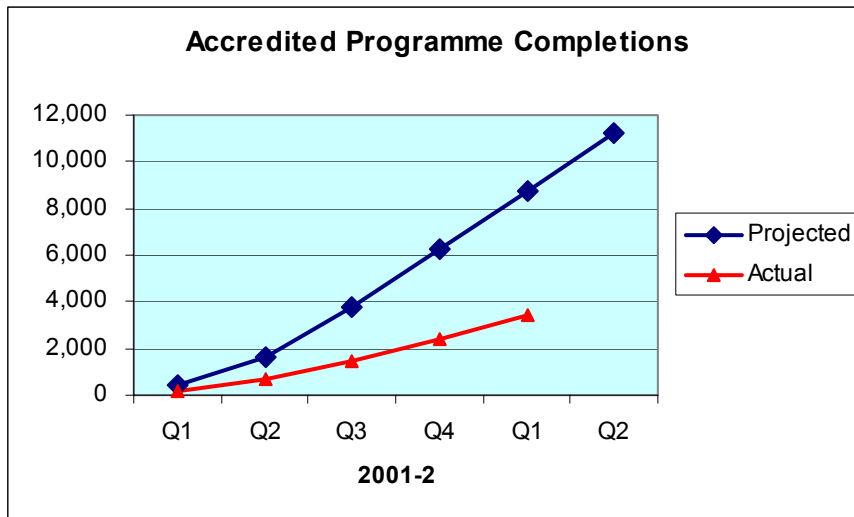
24,977 offenders have been assessed as suitable for accredited programmes, well above the target of 22,418.

There was a significant rise in the number of orders made in the last quarter totalling 17,294 for the year. The overall concordance rate in court rose during the year from 50% to 70%. Further work is being undertaken on concordance rates and the variations between areas, and a national What Works communications strategy with sentencers is now under development.

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. The proportion of cases where accurate targeting using OGRS2 risk scores is hampered by the lack of accurate information about previous convictions, has fallen from 48% in the first three quarters to 30% in the last quarter.

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.



55% of completions expected by 31st March 2002 had been delivered. Reasons for dropout are recorded as breached 37%, 10% revoked, 9% ill-health, 8% gained employment, 5% excluded, 4% 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.

Despite the end year gap between actual and targeted completions, this information evidences fundamental change in the content of orders, both in terms of hours of contact and content. NPS practitioners have undergone high volume training programmes to support the introduction of accredited programmes and supporting processes and administration has been changed as managers grapple with the complex logistics of large scale delivery.

I expect to see completion numbers lift steadily in Year 2.

Accredited Programmes: to March 2002

Region	Area	Column 1	Column 2	Column 3	Column 4	Column 5	Target outcomes expected by 31.03.02				
							Column 6	Column 7	Column 8	Column 9	
		Referrals	Conditions	Completions	2001-02 referral target	2001-02 completion target	Completions expected by 31.03.02	% expected referrals achieved	% expected conditions made	% expected completions achieved	
West Midlands	Staffordshire	156	374	10	453	202	126	34%	83%	8%	Below
	Warwickshire	70	52	5	168	75	47	42%	31%	11%	Below
	West Mercia	281	267	18	350	156	98	80%	76%	18%	Below
	West Midlands	1756	906	168	1576	703	439	111%	57%	38%	Below
	Regional Sub-Total	2263	1599	201	2547	1136	710	89%	63%	28%	
North East	Co Durham	295	303	102	298	133	83	99%	102%	123%	At or above
	Northumbria	1442	911	309	809	361	226	178%	113%	137%	At or above
	Teeside	913	448	103	430	192	120	212%	104%	86%	Below
	Regional Sub-Total	2650	1662	514	1538	686	429	172%	108%	120%	
Eastern	Bedfordshire	315	167	39	204	91	57	154%	82%	69%	Below
	Cambridgeshire	197	171	30	217	97	61	91%	79%	49%	Below
	Essex	738	458	88	525	234	146	141%	87%	60%	Below
	Hertfordshire	846	286	67	316	141	88	268%	90%	76%	Below
	Norfolk	307	228	52	247	110	69	124%	92%	76%	Below
	Suffolk	280	179	33	177	79	49	158%	101%	67%	Below
Regional Sub-Total	2683	1489	309	1686	752	470	159%	88%	66%		
North West	Cheshire	358	257	42	352	157	98	102%	73%	43%	Below
	Cumbria	172	138	42	215	96	60	80%	64%	70%	Below
	Greater Manchester	2081	1193	238	1556	694	434	134%	77%	55%	Below
	Lancashire	985	892	192	729	325	203	135%	122%	95%	Near miss
	Merseyside	809	521	109	845	377	236	96%	62%	46%	Below
	Regional Sub-Total	4405	3001	623	3697	1649	1031	119%	81%	60%	
East Midlands	Derbyshire	520	243	79	433	193	121	120%	56%	65%	Below
	Leicestershire	683	356	62	359	160	100	190%	99%	62%	Below
	Lincolnshire	355	346	35	262	117	73	135%	132%	48%	Below
	Northamptonshire	380	357	43	220	98	61	173%	162%	70%	Below
	Nottinghamshire	236	231	31	572	255	159	41%	40%	19%	Below
	Regional Sub-Total	2174	1533	250	1845	823	514	118%	83%	49%	

Accredited Programmes: to March 2002

Region	Area	Column 1	Column 2	Column 3	Column 4	Column 5	Target outcomes expected by 31.03.02				
							Column 6	Column 7	Column 8	Column 9	
		Referrals	Conditions	Completions	2001-02 referral target	2001-02 completion target	Completions expected by 31.03.02	% expected referrals achieved	% expected conditions made	% expected completions achieved	
Yorkshire & Humberside	Humberside	875	308	44	412	184	115	212%	75%	38%	Below
	South Yorkshire	791	408	30	675	301	188	117%	60%	16%	Below
	North Yorkshire	232	162	28	226	101	63	102%	72%	44%	Below
	West Yorkshire	1278	970	132	1215	542	339	105%	80%	39%	Below
	Regional Sub-Total	3176	1848	234	2529	1128	705	126%	73%	33%	
South East	Hampshire	525	295	66	596	266	166	88%	49%	40%	Below
	Kent	439	317	44	538	240	150	82%	59%	29%	Below
	Surrey	281	182	78	242	108	68	116%	75%	116%	At or above
	Sussex	333	254	40	412	184	115	81%	62%	35%	Below
	Thames Valley	545	346	161	628	280	175	87%	55%	92%	Near miss
Regional Sub-Total	2123	1394	389	2417	1078	674	88%	58%	58%		
South West	Avon & Somerset	508	392	136	621	277	173	82%	63%	79%	Below
	Devon & Cornwall	607	596	72	502	224	140	121%	119%	51%	Below
	Dorset	258	183	34	265	118	74	98%	69%	46%	Below
	Gloucestershire	254	254	69	247	110	69	103%	103%	100%	At or above
	Wiltshire	446	153	32	247	110	69	181%	62%	47%	Below
Regional Sub-Total	2073	1578	343	1881	839	524	110%	84%	65%	Below	
London Total	London	2095	2208	479	3035	1354	846	69%	73%	57%	Below
Wales	Dyfed-Powys	93	93	13	213	95	59	44%	44%	22%	Below
	Gwent	520	443	23	271	121	76	192%	163%	30%	Below
	North Wales	154	53	20	233	104	65	66%	23%	31%	Below
	South Wales	568	393	33	587	262	164	97%	67%	20%	Below
Regional Sub-Total	1335	982	89	1305	582	364	102%	75%	24%		
England & Wales		24977	17294	3431	22479	10027	6267	111%	77%	55%	

4. Home Secretary's Race Equality Targets – Monitoring at December 2000 and provisionally the period January to September 2001.

The full year end results are not yet available and so this section has not been updated. 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. Provisional figures for the period January to September 2001 show an improving trend.

All targets have been met across the NPS. Some significant 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 (see regional breakdown below) 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. The provisional figures for **September 2001** show that this has **increased** to 8.6%. This exceeds the March 2009 target of 6.5%.
- The provisional **September 2001** figures show an **increase** in the proportion of ACO/Area managers from 1.5% to 4.2%.
- Overall the **September 2001** figures show an **increase** in management grades from 10.9% to 14.5% and an **increase** in main grade probation officers from 11% to 12.4%.
- 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 (as at December 2000):

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	

5. Sickness Absence – 2001/2

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 11.76 days, for the second quarter it was 13.09 and for the final quarter it was 12.95. The cumulative for the whole period was 12.59. We do not collect full statistics to explain the difference between the quarters but areas did comment that historically the 'winter' quarters 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. This will encourage greater consistency of counting and we are considering measuring separately, short term and long term sickness.

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

Performance Against SDA Target on Sickness Absence July 01 to Mar 02

		Average Days Absence July to Sep	Average Days Absence Oct to Dec	Average Days Absence Jan to Mar	Average Days Absence July 01 to Mar 02	Performance against the 2002/03 target (10 days)
West Midlands	Staffordshire	11.88	13.87	17.39	14.29	Above
	Warwickshire	10.10	12.93	13.43	12.18	Above
	West Mercia	5.93	7.66	10.23	7.96	Below
	West Midlands	13.11	13.80	13.60	13.50	Above
	Regional Sub-total	11.57	12.68	13.82	12.69	
North East	Co. Durham	7.62	9.59	11.97	9.76	Below
	Northumbria	10.74	9.24	10.29	10.08	Near Miss
	Teesside	10.13	15.69	17.82	14.71	Above
	Regional Sub-total	9.83	11.14	12.84	11.30	
East	Bedfordshire	16.52	8.99	11.56	12.36	Above
	Cambridgeshire	11.72	9.38	11.69	10.91	Near Miss
	Essex	8.99	10.27	11.33	10.22	Near Miss
	Hertfordshire	12.05	12.77	10.45	11.69	Above
	Norfolk	10.55	11.59	11.26	11.09	Above
	Suffolk	9.93	12.00	16.03	12.72	Above
	Regional Sub-total	11.07	10.78	11.96	11.29	
North West	Cheshire	14.17	12.39	13.26	13.25	Above
	Cumbria	16.18	13.29	19.05	16.16	Above
	Lancashire	7.73	13.43	10.04	10.55	Near Miss
	Greater Manchester	10.12	15.50	N/A	12.76	Above
	Merseyside	12.90	14.86	14.19	13.99	Above
	Regional Sub-total	11.04	14.48	14.34	13.04	
East Midlands	Derbyshire	8.33	10.44	9.39	9.39	Below
	Leicestershire & Rutland	10.10	9.87	10.32	10.10	Near Miss
	Lincolnshire	9.20	11.73	14.71	11.88	Near Miss
	Northamptonshire	11.65	8.25	7.13	8.90	Below
	Nottinghamshire	11.37	11.70	11.57	11.55	Above
	Regional Sub-total	10.11	10.59	10.64	10.45	
Yorkshire & Humberside	Humberside	6.80	11.36	11.73	10.03	Near Miss
	North Yorkshire	11.69	7.85	9.60	9.70	Below
	South Yorkshire	11.86	14.69	13.92	13.51	Above
	West Yorkshire	17.29	15.00	15.07	16.26	Above
	Regional Sub-total	13.23	13.58	13.54	13.69	
South East	Hampshire	9.60	10.21	10.50	10.11	Near Miss
	Kent	11.15	13.66	13.27	12.70	Above
	Surrey	6.87	10.94	10.97	9.69	Below
	Sussex	13.15	22.82	15.76	17.33	Above
	Thames Valley	10.66	11.07	11.97	11.23	Above
	Regional Sub-total	10.51	13.18	12.36	12.04	
South West	Avon & Somerset	16.13	17.51	12.63	15.39	Above
	Devon & Cornwall	16.07	13.59	16.77	15.47	Above
	Dorset	14.03	10.34	12.49	12.29	Above
	Gloucestershire	18.06	11.34	13.00	14.16	Above
	Wiltshire	11.34	10.04	8.89	9.36	Below
	Regional Sub-total	15.58	13.89	13.34	14.14	
London	London	11.85	12.17	12.08	12.04	Above
Wales	Dyfed-Powys	9.94	9.26	9.40	9.53	Below
	Gwent	17.34	19.55	16.64	17.83	Above
	North Wales	14.86	16.14	11.23	14.03	Above
	South Wales	13.03	14.13	19.13	17.14	Above
	Wales Sub-total	13.76	14.72	15.13	15.60	
England & Wales		11.76	13.09	12.95	12.59	

6. Victim Contact – April 1st to December 31st 2001

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 the key figures for the period and makes a direct comparison with the cumulative performance in the previous quarters.

The performance figures for the third quarter (October-December 2001) show further improvements in performance against the National Standard target as compared with performance during the previous two monitoring periods. This breaks down as an improvement of +5.3% in cases involving a sentence of 4 years or more, a very slight dip in performance of –0.1% for cases involving a sentence of between 12 months and 4 years, but an overall improvement for all cases of around +7%. (The increase on cumulative totals is around +2.3%.)

The table below summarises the key figures for the period October to December and makes a direct comparison with cumulative performance in the previous quarters.

LENGTH OF SENTENCE	NO OF CASES		NO OF NAMED VICTIMS		NO CONTACTED WITHIN 8 WEEKS		AVERAGE NATIONAL PERFORMANCE	
	Q1&2	Q3	Q1&2	Q3	Q1&2	Q3	Q1&2	Q3
4 yrs or more	2,041	1,182	3,046	1,721	1,626	1,081	53.4%	62.8%
12mths – 4yrs	3,681	1,863	4,219	2,283	2,570	1,518	60.9%	66.5%
All cases	5,722	3,045	7,265	4,004	4,196	2,599	57.8%	64.9%
Cum total	8,767		11,269		6,795		60.3%	

Further analysis of the figures shows that:

For cases involving sentences of 4 yrs or more:

- 23 areas (55%) met or exceeded the 85% target (*10 areas achieved 100%*)
- 12 areas (28%) made contact within 8 weeks in 50 – 84% of cases (*2 areas were within 5% of the target*)
- 7 areas (17%) made contact within 8 weeks in less than 50% of cases
- For the first time, no areas reported that they had no eligible cases

Whilst the overall level of performance (the average across all areas) is still falling short of the 85% target, the trend is upwards with performance rising this quarter to around 65% and a cumulative average of around 60%. NPS is still heading in the right direction and this represents a significant improvement within the first year of operation on the 30% base-line average established by the HMIP Thematic Inspection in 1999/2000. Many areas have recorded improvements in performance since the last quarter, some with very significant increases in the percentage of victims contacted within target time.

In common with the previous quarters, the case load figures are still increasing, although the percentage increase between the second and third quarters is much smaller than the percentage increase between the first and second quarters.

Cumulative case load levels for the first three quarters appear to confirm our expectation that the annual case load will increase by around 16,000 eligible victims per year. There are no figures yet available on the “stock” of cases sentenced before 1 April last year which are not covered by the statutory duty but which remain “active” and on which areas continue to undertake contact work. We aim to establish a figure for these cases as soon as possible.

The long-standing problems around obtaining victim information from the police continue to impact significantly on areas’ performance on initial contact with victims. There is an agreement with the police – which meets data protection requirements – that they will forward victim information to probation areas if the victim does not “opt out” of the contact scheme within 10 days (Home Office Circular 33/2001 refers) but it is clear that this is not working everywhere as intended. In Year 2 we aim to review the blockages with relevant police colleagues.

Victim Contact - Sentence of 4 years or more

Area	Number of Named Victims	Number contacted within 8 weeks	Target Achieved	Performance
Staffordshire	97	90	93%	Above
Warwickshire	44	25	57%	Below
West Mercia	70	30	43%	Below
West Midlands	514	102	20%	Below
Regional Sub-total	725	247	34%	
County Durham	17	17	100%	Above
Northumbria	141	139	99%	Above
Teesside	62	59	95%	Above
Regional Sub-total	220	215	98%	
Bedfordshire	103	76	74%	Below
Cambridgeshire	51	32	63%	Below
Essex	81	42	52%	Below
Hertfordshire	34	15	44%	Below
Norfolk	64	50	78%	Near miss
Suffolk	13	9	69%	Below
Regional Sub-total	346	224	65%	
Cheshire	47	24	51%	Below
Cumbria	36	36	100%	Above
Lancashire	102	56	55%	Below
Greater Manchester	351	217	62%	Below
Merseyside	226	155	69%	Below
Regional Sub-total	762	488	64%	
Derbyshire	84	56	67%	Below
Leicestershire & Rutland	59	57	97%	Above
Lincolnshire	43	41	95%	Above
Northamptonshire	71	60	85%	Above
Nottinghamshire	104	86	83%	Near miss
Regional Sub-total	361	300	83%	
Humberside	76	58	76%	Near miss
North Yorkshire	37	33	89%	Above
South Yorkshire	184	124	67%	Below
West Yorkshire	376	308	82%	Near miss
Regional Sub-total	673	523	78%	
Hampshire	50	11	22%	Below
Kent	120	99	83%	Near miss
Surrey	25	20	80%	Near miss
Sussex	151	112	74%	Below
Thames Valley	68	51	75%	Near miss
Regional Sub-total	414	293	71%	
Avon & Somerset	189	51	27%	Below
Devon/Cornwall	54	33	61%	Below
Dorset	22	21	95%	Above
Gloucestershire	35	27	77%	Near miss
Wiltshire	22	15	68%	Below
Regional Sub-total	322	147	46%	
London Sub Total	842	201	24%	Below
Dyfed/Powys	2	2	100%	Above
Gwent	21	17	81%	Near miss
North Wales	25	14	56%	Below
South Wales	54	36	67%	Below
Wales Sub-total	102	69	68%	
England & Wales	4767	2707	57%	

Victim Contact - Sentence of 12 months to 4 years

Area	Number of Named Victims	Number contacted within 8 weeks	Target Achieved	Performance
Staffordshire	231	194	84%	Near miss
Warwickshire	93	38	41%	Below
West Mercia	109	58	53%	Below
West Midlands	672	211	31%	Below
Regional Sub-total	1105	501	45%	
County Durham	35	34	97%	Above
Northumbria	185	179	97%	Above
Teesside	115	109	95%	Above
Regional Sub-total	335	322	96%	
Bedfordshire	121	90	74%	Below
Cambridgeshire	57	46	81%	Near miss
Essex	103	59	57%	Below
Hertfordshire	65	18	28%	Below
Norfolk	61	56	92%	Above
Suffolk	43	28	65%	Below
Regional Sub-total	450	297	66%	
Cheshire	118	93	79%	Near miss
Cumbria	68	64	94%	Above
Lancashire	253	148	58%	Below
Greater Manchester	479	276	58%	Below
Merseyside	250	213	85%	Above
Regional Sub-total	1168	794	68%	
Derbyshire	118	97	82%	Near miss
Leicestershire & Rutland	137	128	93%	Above
Lincolnshire	50	49	98%	Above
Northamptonshire	95	80	84%	Near miss
Nottinghamshire	146	123	84%	Near miss
Regional Sub-total	546	477	87%	
Humberside	141	119	84%	Near miss
North Yorkshire	65	54	83%	Near miss
South Yorkshire	182	139	76%	Above
West Yorkshire	439	376	86%	Above
Regional Sub-total	827	688	83%	
Hampshire	148	41	28%	Below
Kent	141	128	91%	Above
Surrey	41	40	98%	Above
Sussex	145	107	74%	Below
Thames Valley	131	100	76%	Near miss
Regional Sub-total	606	416	69%	
Avon & Somerset	188	61	32%	Below
Devon & Cornwall	113	61	54%	Below
Dorset	45	40	89%	Above
Gloucestershire	57	45	79%	Below
Wiltshire	45	38	84%	Near miss
Regional Sub-total	448	245	55%	
London Sub Total	716	143	20%	Below
Dyfed/Powys	10	9	90%	Above
Gwent	56	42	75%	Near miss
North Wales	51	42	82%	Near miss
South Wales	184	112	61%	Below
Wales Sub-total	301	205	68%	
England & Wales	6502	4088	63%	

7. Pre Sentence Reports (PSRs) – Timeliness in Magistrates Courts 2001/2

This national standard is monitored as part of AIM 3. It is to improve the timeliness of the NPS reports (PSRs) to the magistrates courts. The standard is within 15 working days.

Although these figures fall short of the 90% they do show a steady improvement over previous years.

1996-97	54.6%
1997-98	58.2%
1998-99	62.9%
1999-00	68.0%
2000-01	74.6%
2001-02	79.5%

This item is also part of the performance cash link and areas have paid additional attention to improving this target.

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

PSR Timeliness 2001/02

Region	Area name	Percentages	Performance against target (90%)
West Midlands	Staffordshire	79%	Below
	Warwickshire	73%	Below
	West Mercia	72%	Below
	West Midlands	78%	Below
	Regional Sub Total	75%	
North East	County Durham	84%	Near miss
	Northumbria	80%	Near miss
	Teesside	75%	Below
	Regional Sub Total	80%	
East	Bedfordshire	81%	Near miss
	Cambridgeshire	76%	Below
	Essex	68%	Below
	Hertfordshire	82%	Near miss
	Norfolk	81%	Near miss
	Suffolk	75%	Below
	Regional Sub Total	77%	
North West	Cheshire	77%	Below
	Cumbria	77%	Below
	Greater Manchester	93%	Above
	Lancashire	62%	Below
	Merseyside	87%	Near miss
	Regional Sub Total	79%	
East Midlands	Derbyshire	89%	Near miss
	Leicestershire & Rutland	85%	Near miss
	Lincolnshire	85%	Near miss
	Northamptonshire	64%	Below
	Nottinghamshire	83%	Near miss
	Regional Sub Total	81%	
Yorkshire & Humberside	Humberside	85%	Near miss
	North Yorkshire	88%	Near miss
	South Yorkshire	72%	Below
	West Yorkshire	74%	Below
	Regional Sub Total	80%	
South East	Hampshire	71%	Below
	Kent	87%	Near miss
	Surrey	79%	Below
	Sussex	65%	Below
	Thames Valley	79%	Below
	Regional Sub Total	76%	
South West	Avon & Somerset	91%	Above
	Devon/Cornwall	83%	Near miss
	Dorset	90%	Above
	Gloucestershire	80%	Near miss
	Wiltshire	71%	Below
	Regional Sub Total	83%	
London	London Sub Total	78%	Below
Wales	Dyfed/Powys	88%	Near miss
	Gwent	83%	Near miss
	North Wales	61%	Below
	South Wales	85%	Near miss
	Regional Sub Total	79%	
ENGLAND & WALES		79%	