



NPS - Thames Valley Area

Business Plan 2002-2003

Contents

tion	Heading	Page Number
1	Introduction	2
2	Planned Results	5
3	Improvement Priorities	7
ex A	National Standards Monitoring	
ex B	NPS – Thames Valley Budget 2002/2003	
ex C	Efficiency Savings 2002/2003	
ex D	'New Choreography' Stretch Objectives and Revenue Budget Performance Linked Objectives	
ex E	Improvement Priorities summarised with linkage to national objectives	

Introduction

The Area Annual Plan is central to the delivery of probation services throughout the Thames Valley Probation Area. The format of this report leans heavily on the European Excellence Model (EEM) framework, and has been strongly informed by advice from the National Probation Directorate.

The aims of the NPS - Thames Valley Area are to:

- protect the public
- reduce re-offending
- provide proper punishment of offenders in the community
- ensure offenders' awareness of the effects of crime on the victims of crime and the public
- rehabilitate offenders

The above aims contribute primarily to the following two Home Office aims:

- Home Office Aim 3: "To ensure the effective delivery of justice, avoiding unnecessary delay, through efficient investigation, detection, prosecution and court procedures. To minimise the threat to and intimidation of witnesses and to engage with and support victims."

and

- Home Office Aim 4: "To deliver effective custodial and community sentences to reduce re-offending and protect the public, through the prison and probation services in partnership with the Youth Justice Board."

The values of the NPS – Thames Valley Area are that:

- we treat all people fairly, openly and with respect
- we communicate both internally and externally with clarity and openness
- we work at all times to bring out the best in people
- we promote a restorative and problem solving approach to all of our activities
- we challenge attitudes and behaviour which result in crime and cause distress to victims
- we promote equality of opportunity and value diversity in all aspects of our work
- we encourage and foster innovation, creativity and continuous improvement
- we provide a service to the whole community and are accountable to the public
- we aim for the best in all that we do within the resources available
- we challenge stereotypes of offenders and seek to mediate the views of differing sections of the community
- we base all offender and victim practice on the evidence of "What Works"
- we recognise that public protection is paramount particularly where there are specific, known victims violent and sexually violent crimes
- we believe that our activities are central to a wider social inclusion agenda, and acknowledge that

cannot achieve our aims by working in isolation.

The 2002/2003 Area Plan is influenced by the NPS - Thames Valley Area's 'Area Plan 2001/2004'. However, in accordance with the development of policy and strategy, both nationally and locally, over the past twelve months, the contents and emphasis of this area plan are also based upon a number of other key developments.

These are:

- A New Choreography - An Integrated Strategy for the National Probation Service for England and Wales (Strategic Framework 2001-2004)
- The NPS - Thames Valley Area Self-Assessment 2001
- The Home Secretary's Priorities and Action Plan for the National Probation Service 2002-2003
- Paper from the NPD – 'The Development of the Area Business Plan for 2002/2003'
- NPS – Thames Valley Area 'What Works' Strategy 2002/2004
- HMIP – Performance Inspection Programme for the Thames Valley and the Area's follow up Action Plan
- The introduction of an electronic case management system
- The impending introduction of OASYS (a national assessment and management tool)
- Performance Improvement Priorities that are being developed by Regions for deployment in Areas. Three of them are being developed in the South-East - Improvement Priorities 2A, 2C and 3E
- The Race Relations Amendment Act

Annex D shows the Stretch Objectives set by the National Probation Service in the integrated strategy, 'A New Choreography'. It also shows the Performance Link budget measures against which the NPS – Thames Valley Area will be able to gain additional revenue budget resources, or, if we fail to achieve the required performance targets, lose revenue grant.

Organising to deliver the plan

With the amalgamation of the two predecessor Services, the main focus of the Thames Valley Probation Board and senior management team of the NPS – Thames Valley Area during 2001/2002 has been on getting structures and key policies into place without detriment to performance. The Board has approved a number of substantial initiatives over the past year that will enable NPS – Thames Valley to become a high performing probation area. These include:

- the creation of a new strategic senior management structure operational from 1 April 2002
- the creation of a separate Victims' Unit with dedicated staff
- the development of a Thames Valley wide case management process incorporating consistent needs provision supported by an intensive training programme
- the harmonisation of a number of personnel policies
- development of formal mechanisms for consultation with sentencers: a major conference for sentencers having taken place in December 2001
- continued implementation of accredited programmes consistently across the Thames Valley.

Training and Staff Development in 2002/2003

This area plan will form the basis of the training programme for the NPS – Thames Valley Area during 2002/2003. The focus of training will especially be targeted on ensuring that NPS – Thames Valley Area

is equipped to deliver:

- National Standards
- Revenue Budget Performance Links (Appendix D)
- National Choreography 'Stretch' Objectives (Appendix D)

In addition, training will be provided to staff who are either involved in developing or delivering the Improvement Priorities set out in this Area Plan.

Improvement Priorities in 2002/2003

Section 3 of this annual plan lists the improvement priorities that NPS – Thames Valley Area will be developing and delivering during 2002/2003. These will enable projects to be designed and implemented in a consistent way, using a model Project Plan report format. This report format may be informed by current work that is being funded by the NPD through Regional Managers with regard to pilot Improvement Priorities.

Monitoring of this Area Plan

The Board will be requiring, as part of its executive scrutiny of the operational activities of the Thames Valley Probation Area, four-monthly updates on progress to date of this Area Plan.

Planned Results

STOMER RESULTS

	Description of measure	Previous performance		Planned	M or I
		Target	Actual	Target	Status
SDA 2	Educational & vocational qualifications of offenders with completions of level 2 basic skills award			188	I
SPM 1	Proportion of cases involving serious sexual or other violent offence in which contact is made within 8 weeks of sentence in accordance with National Standards and Victims Charter – where offender sentenced to 12 months or more	85%	3 rd quarter 91% < 4 yrs 85% > 4 yrs	85%	M
SPM 3	Quality of PSR from National Standards monitoring	90%	100%	90%	M
SPM 21	Annual sample survey of sentencer satisfaction – judges / sentencers satisfied with overall work of service, usefulness and objectivity of PSRs & SSRs	90%	Dec 2001 survey being assessed	90%	I
Performance Link 4	To ensure that there is a clear proposal in at least 95% of PSRs written on minority ethnic offenders			95%	I
SPM 22	Achievement of 'Chartermark'				

OPLE RESULTS

	Description of measure	Previous performance		Planned	M or I
		Target	Actual	Target	Status
SDA 8	Sick Absence Rates – target to reduce the average days per annum per member of staff year by 2004		10.6	10	I
SDA 7 (a)	Minority Ethnic Representation in the Area Workforce	6.1%	8.8%	6.1%	M
SDA 7 (b)	Retention / Resignation by grade and ethnic group	SDA7 (a)	5.4%	SDA7(a) actual	I
SDA 7 (c)	Career progression by grade and ethnic group	SDA7 (a)	28.0%	SDA7(a) actual	M
SPM 20	Wastage of staff as percentage of workers (exc. death, retirement and in service transfers)		13.2%	No nat. target set	I
SPM 22	Achievement of Investors in People Award			By 2004	I

CIETY RESULTS

	Description of measure	Previous performance		Planned	M or I
		Target	Actual	Target	Status

Y PERFORMANCE RESULTS

	Description of measure	Previous performance		Planned	M or I
		Target	Actual	Target	Status
SDA 3	No. of offenders through accredited programmes	280	108 (6 mths)	555 (740 before IQR)	I
	No of offenders through Enhanced Community Punishment completions			339 (12 mths target)	I
SDA 10	2002/2003 Efficiency savings (see Annex C)	4.0%	4.0%	3.4%	M
SPM 4	Actual reconviction rates for persons subject to community orders by type of order compared to predicted rates – target lower actual rates for all types and achieve lower than predicted rates			X%	I
SDA 6	Number of DTTO commencements / completions	160	106 (7 months)	160	M
SPM 2(a)	PSR Completion in 15 days	90%	78%	90%	I
SPM 2(b)	% of court reports which are SSRs	20%	6%	20%	I
SDA 4 (SPM 7)	Breach action in accordance with NS	90%	CROs 72% CPOs 87% Licences 44%	90%	I
SPM 5	Contact / compliance across the basket of NS	90%	NS Monitoring	90%	I
SPM 6	Timeliness of supervision plans and reviews	90%	NS Monitoring	90%	I
SPM 9	Timeliness of risk plan on those assessed as high risk of harm	90%	NS Monitoring	90%	I
SPM 17	Unit Costs – reduction		Not measured	X%	I
SPM 18	Proportion of hostel bed space occupied	90%	88%	90%	I
SPM 19	Proportion of CP orders where average weekly hours worked was at least 5 hours	90%	52%	90%	I
SPM 24	Average NS compliance for high risk of harm Cases	90%	NS Monitoring	90%	I
Performance Link 6	Complete and timely information in at least 95% of returns relating to: National Standards, DTTOs, Accredited Programmes, Sickness Absence and Race and Ethnic Minority Monitoring			95%	I
	Meeting of budget		Met budget		M

Improvement priorities

The improvement priorities listed below derive from the following sources:

- NPS - Thames Valley Area Self Assessment, using the European Excellence Model (EEM), during the autumn of 2001
- HMIP's Performance Inspection Report published in 2001
- Monitoring of NPS – Thames Valley Area against key service delivery agreements (SDAs) and supporting performance measures (SPMs).

Annex E lists each of the Improvement Priority Projects described below, and shows, alongside each of them, the title of the responsible officer and, where relevant, how each of those improvement projects contributes to one or more of the Stretch Objectives set out in the 'New Choreography' document, and/or one or more of the Resource Budget Performance Links for 2002/2003.

DEERSHIP

<p>Improvement Priority 1A: To improve staff perception regarding the leadership of the Board and management, at all levels, within NPS – Thames Valley.</p>	<p>To deliver improved performance Against the following SDA / SPM Results</p>
<p>Objective owned by : Chief Officer</p> <p>Objective to be delivered by : 31/10/02</p> <p>Project plan developed? To be developed</p>	
<p>Costs & resource implications: To be assessed in the Project Plan</p>	
<p>Improvement Priority 1B: To improve the quality of communication within NPS – Thames Valley through the development, implementation and subsequent review of a Communications Strategy.</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>Objective owned by : Chief Officer</p> <p>Objective to be delivered by :</p> <ul style="list-style-type: none"> • Development and Implementation - 30/06/02 • Reviewed – 31/03/03 <p>Project plan developed? An embryo project plan has been developed</p>	
<p>Costs & resource implications: To be assessed in the Project Plan</p>	

ICY AND STRATEGY

<p>Improvement Priority 2A: To improve the development, review and updating of policy and strategy within NPS – Thames Valley</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>Project owned by : Chief Officer</p> <p>Project to be delivered by : 31/03/03</p> <p>Project plan developed? A Policy and Strategy enabler project is being developed by South-East Region during 2001/2002 for implementation during 2002/2003 by local Areas.</p>	
<p>Costs & resource implications: The developmental work for this improvement priority is being funded from the Region through the Regional Manager during 2001/2002.</p>	
<p>Improvement Priority 2B: To develop an approach to the implementation of the Freedom of Information Act within NPS - Thames Valley</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>Project owned by : Chief Officer</p> <p>Project to be delivered by : 30/11/02</p> <p>Project plan developed? To be developed</p>	<p>SDA 2 SDA 3 SDA 6 SPM 4</p>
<p>Costs & resource implications: To be assessed in the Project Plan</p>	
<p>Improvement Priority 2C: To improve the service provided to our customers through the conducting of Customer Satisfaction Surveys in:</p> <p>CS Beneficiaries Minority Ethnic Offenders Thames Valley Prison Governors (satisfaction with fulfilment of Governor/CO contracts</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>Project owned by : Director of Strategy</p> <p>Project to be delivered by : 31/03/03</p> <p>Project plan developed?</p> <p>a) Yes – by 31 March 2002 b) & c) No</p>	
<p>Costs & resource implications: Costs for a) are being met substantially during 2001/2002 through the Regional Manager's Innovation Budget allocation. However, costs for b) & c) have to be assessed in the Project Plan.</p>	

<p>Improvement Priority 3A: To achieve the Investors in People (IiP) Award</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>Project owned by : Chief Officer</p> <p>Project to be delivered by : 31/03/04 (two year timetable with the project plan developed during 2002/2003 and progress made during the year)</p> <p>Project plan developed? To be developed</p>	<p>SPM 22</p>
<p>Costs & resource implications: To be assessed in the Project Plan</p>	
<p>Improvement Priority 3B: To improve the quality of supervision and appraisal in NPS – Thames Valley through a review of the Line Management Supervision and Appraisals process during 2002/2003.</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>Project owned by : Director of Human Resources</p> <p>Project to be delivered by : 31/03/03</p> <p>Project plan developed? To be developed</p>	<p>SDA 7</p>
<p>Costs & resource implications: To be assessed in the Project Plan</p>	
<p>Improvement Priority 3C: To improve sickness absence levels in NPS – Thames Valley</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>Project owned by : Director of Human Resources</p> <p>Project to be delivered by : 31/03/03</p> <p>Project plan developed? To be developed</p>	<p>SDA 8 SDA 10</p>
<p>Costs & resource implications: To be assessed in the Project Plan</p>	

<p>ovement Priority 3D: To reduce staff turnover and the number of ancies within the Area</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>ective owned by : Director of Human Resources</p> <p>ective to be delivered by : 31/03/03</p> <p>ject plan developed? To be developed</p>	<p>SPM 20</p>
<p>ts & resource implications: To be assessed in the Project Plan</p>	

<p>ovement Priority 3E: To assess Staff Satisfaction within NPS – mes Valley with a view to bringing about an improved level of staff sfaction</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>ective owned by : Director of Human Resources</p> <p>ective to be delivered by : 31/03/03</p> <p>ject plan developed? Being developed by South-East Region (based JPS - Surrey Area survey) during 2001/2002 with some piloting and full out during 2002/2003</p>	<p>SDA 7 SDA 8 SPM 20</p>

ts & resource implications: Pilot during 2001/2002 being met by Regional Innovation funds supplied by NPD. and scale of roll out of full survey during 2002/2003 to be determined taking account of the budgetary siderations assessed in the Project Plan

ITNERSHIP AND STRATEGY

<p>ovement Priority 4A: To develop a Partnership Strategy designed to ove the consistency and amount of offender referrals to groupwork grammes, ETE and other service needs provision facilities with icular attention paid to the needs of women and minority ethnic nders</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>ective owned by : Director of Strategy</p> <p>ective to be delivered by : 31/12/02</p> <p>ject plan developed? To be developed</p>	<p>SDA 2 SDA 3 SDA 6 SPM 4</p> <p>PIP Recommendation</p>

ts & resource implications: To be assessed in the Project Plan

IMPACTS

<p>Improvement Priority 5A: To improve performance against key performance results through the deployment and on-going review of the Case Management process</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>Active owned by : Director of Operations and Performance</p> <p>Active to be delivered by : 30/09/02</p> <p>Project plan developed? Yes by current Director with responsibility for Case Management Practice (with assistance from Beverley Mobbs of TQMI):</p>	<p>SPM 2 SPM 3 SPM 4 SPM 5 SPM 6 SPM 7 SPM 9 SPM 24 SDA 1 SDA 4</p> <p>PIP Recommendation</p>

Costs & resource implications: The Case Management Process is fully funded following the carrying out of a resource allocation exercise, based on workload and the assessed time taken to undertake different tasks.

<p>Improvement Priority 5B: Improving performance through the effective introduction, deployment and subsequent review of an electronic case management system</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>Active owned by : Director of Strategy</p> <p>Active to be delivered by : 31/03/03 (timetable not wholly within the remit of NPS – Thames Valley)</p> <p>Project plan developed? In embryo form only (& subject to amendment)</p>	<p>This will contribute to <u>demonstrating</u> NPS – Thames Valley performance against the full range of key performance measures.</p> <p>PIP Recommendation</p>

Costs & resource implications: To be assessed in the Project Plan

<p>Improvement Priority 5C: Through the effective implementation of the Case Management System, to achieve a reduction in reoffending and better targeting of resources</p>	<p>To deliver improved performance against the following SDA / SPM Results</p>
<p>Active owned by : Director of Strategy</p> <p>Active to be delivered by : 31/03/03 (timetable not wholly within the remit of NPS – Thames Valley)</p> <p>Project plan developed? To be developed</p>	<p>SPM 4 SPM 9 SPM 24</p> <p>PIP Recommendation</p>

Costs & resource implications: To be assessed in the Project Plan

Improvement Priority 5D: To achieve the target number of accredited programme completions during 2002/2003	To deliver improved performance against the following SDA / SPM Results
Project owned by : Director of Strategy Project to be delivered by : 31/03/03 Project plan developed? To be developed	SDA 3 SPM 4
Costs & resource implications: To be assessed in the Project Plan	
Improvement Priority 5E: To improve the timeliness and quality of PSRs	To deliver improved performance against the following SDA / SPM Results
Project owned by : Director of Operations and Performance Project to be delivered by : 31/12/02 Project plan developed? Partly and being further refined currently	SPM 3 SDA 1(a) SPM 2(a) PIP Recommendation
Costs & resource implications: These are being assessed in the Project Plan	
Improvement Priority 5F: To ensure that all aspects of the work of NPS – Thames Valley are free from unlawful discrimination, and that equality of opportunity and good race relations are promoted in all we do	To deliver improved performance against the following SDA / SPM Results
Project owned by : Chief Officer Project to be delivered by : 31/03/03 Project plan developed? To be developed	None - this is a PIP Recommendation
Costs & resource implications: To be assessed in the Project Plan	

Improvement Priority 5G: To increase the compliance rate of young
t offenders aged 18-20 subject to Community Supervision.

To deliver improved performance
against the following SDA / SPM
Results

Responsible party: Director of Operations and Performance

Completion date: 31/03/03

Project plan developed? To be developed

SPM 1
SPM 5
SPM 7
SPM 19
SPM 24
SDA 3
SDA 4
SDA 6

Costs & resource implications: To be assessed in the Project Plan