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Ministry of  
**JUSTICE**

National Offender  
Management Service

## **DERBYSHIRE PROBATION TRUST**

# **MONTHLY PERFORMANCE EXCEPTION REPORT<sup>1</sup>**

## **MARCH 2011**

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<sup>1</sup> This exception report is produced for the purpose of monitoring the running of Derbyshire Probation Trust in accordance with the Trust Contract.

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## 1. Executive Summary

The Trust continue to exceed our targets in a significant number of areas across the 4 Probation Trust Rating System (PTRS) domains, the national PTRS for Q4 2010/11 (section 5) indicating that we have achieved level 3 performance.

The latest local adult reoffending performance statistics were released on 22/02/11 and indicate that our actual rate of reoffending is statistically significant at 10.09% higher than our predicted rate (section 4), representing an increase in both City and County for the four most recent cohorts and work has been completed to identify cohorts for IOM in both LDU's. The City LDU have made significant progress in establishing this approach, having a co-located IOM team at Cotton Lane Police Station in Derby and a developing performance management framework to identify entry, exit and success criteria for their IOM cohort. The County LDU cohort has been provisionally identified and three planning meetings have taken place to progress the County IOM model, with co-located IOM teams due to be in place at Bay Heath House, Ilkeston Probation and Buxton Probation by 01/06/11. This work is anticipated to address the needs of those offenders where the evidence suggests a proportionally higher risk of reoffending and therefore have a positive impact on this outcome.

We need to continue to closely monitor demand, particularly in terms of our custodial workload, and section 3 of this report gives further detail on this issue, including graphical representation and an update on the PIU modelling work in this area. It is also worthy of note that the 3, 6 and 12 month trend in SSO commencements is increasing, with February and March recording the highest number of commencements (119 and 109 respectively) for 3 years.

Section 6 of this report includes the Trust Balanced Scorecard for the year end, which indicates good holistic performance and completion of our strategic plan priorities.

### Performance highlights for 2010/11 YTD include:

- Level 3, or above, across all 4 PTRS domains and overall:
  - Region-best Generic Parole Performance at 97.56% (regional average 76%);
  - 90% OASys timeliness performance across all plans;
  - IDAP completion rate significantly above target at 78.26% and region-best performance;
  - Staff sickness at 9.13 days well within target.
- 9.8% reduction in overall caseload (regional average -3%);
- 26% reduction in SDR's and corresponding increase in FDR's (15%) and Oral Reports (35%);
- Staff satisfaction rate of 67%, against a target of 55% (set against the 2009 benchmark).

**Richard Angrave, Performance & Information Manager**  
**6<sup>th</sup> May 2011.**

## 2. Summary of Performance – Service Delivery Indicators

**GREEN** – The following indicators are currently being achieved year to date and have shown exceptionally good performance:

### OM 27 Indeterminate Sentence Prisoners PAROM1 timeliness (Generic Parole Process):

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
80%	85.71%	97.56%	76.10%*	34.78%	N/A

\* Regional comparison relates to April – February 2011 performance only – March unavailable as at 5<sup>th</sup> May)

Excellent performance on this measure continues, with 6 out of 7 PAROM1 reports completed on time in March and 40 out of 41 on time for the 2010/11 performance year. The newly available regional benchmark data clearly shows our exceptional performance on this measure. We continue to work closely with the PPCS to identify central process errors and resolve specific issues.

### OM 35 Tier 4 & PPO OASys Timeliness:

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
90%	94.61%	95.01%	94.14%	93.22%	N/A

Excellent performance on this measure continues, with a continued focus on ISP's and monthly performance thereof 93.33%; the 2010/11 ISP performance was 93.81% (379 out of 404: 15xT4 & 10xPPO missed). RSP performance during the month was also very good at 95.89% (70 out of 73 reviews completed on time). The 2010/11 performance was above the regional average at 94.61%.

### OM 40 Court Report Timeliness (inc RIC):

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
90%	99.28%	99.55%	98.10%	96.60%	N/A

Exceptional performance throughout the year with 3,721 reports completed within timescales, out of a total of 3,738, indicating an improvement on the previous year and above regional average performance.

### INT 05 Community Payback Completions:

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
1100	100 (91) (110%)	1318(1100) (120%)	5401(4450) (121%)	1425	N/A

Overall, excellent performance continues with 2010/11 performance well above target at 120%; despite a slight dip in completion numbers during December and January at 63 and 82 respectively. Performance is in line with the regional average and the completion rate out-turn was on target at 75%.

### INT 07 ATR completions:

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
135	20 (11) (182%)	147 (135) (109%)	607 (480) (126.5%)	179	N/A

Following four months below target during the year, the achievement of 20 completions during March has resulted in a 2010/11 performance out-turn of 147 completions, or 109% of target, and therefore Green.

### INT 14 IDAP completion rate:

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
70%	66.67% (6/9)	78.26%	69.18%	74.71%	N/A

The 2010/11 performance out-turn was well above target at 78.26% (72 completed out of 92), following a period of under performance during the early part of the year (see below for further detail of related cohort). This indicates an improvement on the previous year and above regional average performance.

October – December 2008 cohort: Based on the 09/10 outturn and the current performance, it is fair to say that this particular cohort have been less compliant than is normally the case for this programme, 5 of the 7 non-completers being revoked: 4 being given a custodial sentence and one completing the programme on a one to one basis with the offender manager. The remaining two have been transferred out and we are therefore reliant on the new owning area ensuring that the offender completes the programme before we can be accredited with the completion rate.

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**IPPF 08 Sickness Absence:**

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
10	10.79	9.13	8.52	8.70	N/A

In keeping with the previous two years, there was an excellent start to the year with very low sickness levels, well below the 10 day target, which has been followed by an increase in sickness levels during the period September – December and a return to a lower level in two subsequent months (January - 9.01 and February 8.63 days). The 2010/11 performance out-turn was on target at 9.13 days, but just above the regional average of 8.52 days.

**INT 08 Sustained Employment:**

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
200	26 (16) (162.50%)	203 (200) (101.5%)	1263(1145) (110%)	205	N/A

Following three months as a 'Red' measure in Q3, performance improved during Q4, recording 20, 17 and 26 completions respectively against a target of 16, following a focus on recording practice. The 2010/11 performance out-turn was above target at 101.5% (203 compared to a target of 200), although below the regional average of 110%.

**OM 19 Education Provider Referrals:**

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
820	71 (68) (104.4%)	845 (820) (103%)	3950(3949)(100%)	876	N/A

Following nine months as a 'Red' measure at the start of the year, exceptional performance in Q4 has enabled the Trust to not only achieve the 2010/11 target (845 referrals against a target of 820, or 103%), but to out-turn well above target and exceed the regional average. It is worthy of note that a significant amount of work has been done by the ETE team to identify those Information, Advice and Guidance (IAG) referrals that have gone on into learning provision and therefore count as a 'Learner' referral (i.e. the new definition of this target).

**INT01 CSOGP completions:**

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
27	10 (3) (333%)	27 (27) (100%)	141 (131) (107.6%)	24	N/A

Exceptional performance during Q4 (19 completions against a target of 6), but in March in particular, has transformed performance on this measure; with the 2010/11 out-turn of 27 completions achieving the year end target. Close work with the NSPCC to identify and chase post programme reports enabled the achievement of this target.

**RED** – The following indicators are currently not on target:

**INT 17 DRR Completion Rate:**

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
50%	39.13%	47.06%	50.16%	54.24%	N/A

With performance well below target in March, the 2010/11 performance out-turn on this indicator was below target at 47.06%, primarily due to Q3 performance of 33.33%. An exception report was issued on 23/02/11 detailing the cohort of 14 due to complete before 31<sup>st</sup> March to assist with the achievement of this target and whilst we achieved the volume completion target (104 completions against a target of 92), the completion rate remained below the 50% target.

**IPPF 02 NS Interventions:**

Target	Monthly Actual	2010/11 Actual	Regional YTD	09/10 outturn	Rolling 12 months
90%	89.25%	89.57%	88.36%	87.46%	N/A

Performance on this indicator has fluctuated throughout the year, with the 2010/11 performance out-turn being just below target at 89.57%, representing 12<sup>th</sup> best performance nationally; this is 3<sup>rd</sup> in the region behind Notts and Northants. Performance was volatile primarily as a result of Q29 and Q48 in the basket: Q29 relates to the offender being tested in accordance with the offence seriousness band on DRR's (18 out of 37, or 48%); Q48 relates to offender attendance for a minimum average of 6 hours per week on unpaid work sessions (189 out of 239, or 79%). The Trust has recently adopted an extended UPW session length of 7.25 hours, which is expected to translate into performance improvement in this area; however, this will take some time due to the 6 month retrospective nature of the NSM file reading process.

### 3. Demand Management (Crime & Caseload Quarterly; Commencements updated monthly)

Description		Current YTD	Previous YTD	% Difference
Crime	All Crime (3 month average, Sep – Nov)	5639	5720	-1.4%
	Burglary (as above)	723.3	758	-4.6%
	Robbery (as above)	68.7	73.7	-6.8%
	Vehicle Crime (as above)	504	719.7	-30%
	Violence (as above)	1257	1156.7	8.7%
	Anti Social Behaviour (as above)	5119	5416.3	-5.5%
Caseload	Caseload (offenders) (Q4)	4101	4547	-9.81%
	CO Caseload (offenders) (Q4)	1449	1583	-8.46%
	SSO Caseload (offenders) (Q4)	774	816	-5.15%
	Community Licenses (offenders) (Q4)	572	551	3.81%
	Custody Licenses (offenders) (Q4)	1123	1113	0.90%
Commencements	Supervision Reqt Commencements	1885	1847	2.06%
	DTTO/DRR Reqt Commencements	206	207	-0.48%
	CP/UPW Reqt Commencements	2251	2293	-1.83%
	Accredited Prog. Reqt Commencements	381	477	-20.13%
	Alcohol Treatment Reqt Commencements	237	208	13.94%
	Curfew Reqt Commencements	1160	1158	0.17%
	ETE Reqt Commencements	324	347	-6.63%
	SSO Commencements	1098	1048	4.77%
	Pre Release Custody Commencements	809	867	-6.69%
	Post Release Custody Commencements	953	772	23.45%
	Total Commencements (CO, SSO, Pre)	4375	4545	-3.74%
	SDR	1754	2372	-26.05%
	FDR	1552	1349	15.05%
	Oral Reports	534	395	35.19%
Total Reports	4238	4461	-5.00%	

Sources: Items 1 – 6, <http://maps.police.uk>; Items 7 – 11, Sentencer Information Report (Performance Hub); Other Items, CRAMS (DPT).

Fig.1. Post Release Custody Commencements

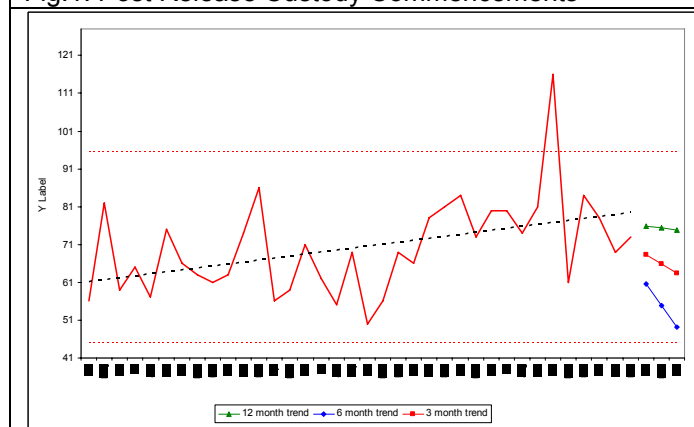
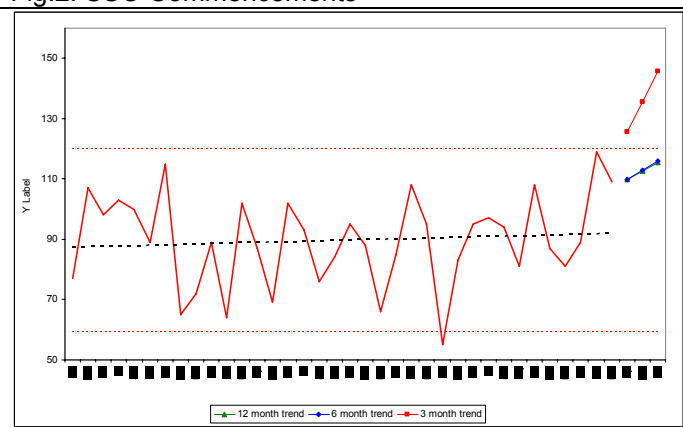


Fig.2. SSO Commencements



From an overall caseload perspective, it can be seen that we have reduced by 10% (446) on the same period last year (Q4); however, the make up of our caseload has changed, with a 7% (176) reduction in community order and SSO caseload and an increase of 2% (31) in the custodial caseload. Whilst this is not numerically similar, the longer length of licences and generally higher tier of this work should be borne in mind when making caseload comparisons over time.

Evidence continues to support the effectiveness of our community order demand management strategy, with reductions in the number of requirements across the board, with the only exceptions being supervision, ATR and curfew requirements where slight growth is shown. However, Fig.2 indicates the 36 month trend in SSO commencements, including the 3, 6 and 12 month projections, which all show increasing levels and the latest commencement data indicates an increase on the previous year of 4.77%. February saw the largest number of SSO commencements (119) for 36 months.

From a reports perspective, the growth in FDR's and corresponding reduction in SDR's is clearly evident from the table above and again is evidence of our demand strategy being implemented. The proportion of FDR's in all courts is 56.71%,

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whilst this figure is raised to 65.93% for magistrate's courts (excluding addendum reports). When comparing to the region, only Northamptonshire have a higher proportion of FDR's, 88.64% YTD in all courts.

### Custodial Caseload Summary

In respect of the custodial caseload, Fig.1 indicates the 36 month upward trend in post release custody cases and importantly the 3, 6 and 12 month trends going down. A piece of work is ongoing to look at the increase in pre-release custody cases of October 09 – June 10 and corresponding increase in caseload, in order to identify/predict when this impact will be seen in post-release custody cases. A summary of the key points to date is included below.

#### Caseload

- Pre-release custodial caseload has grown from 463 (30/06/09) to 517 (31/12/10) [+11.66%];
- Post-release custodial caseload has grown from 254 (30/06/09) to 294 (31/12/10) [+15.75%].

#### Commencements

- Average number of pre-release commencements Feb 08 – Jan 11 (excluding Oct 09 – Jun 10) is 66 per month;
- Average number of pre-release commencements Oct 09 – Jun 10 is 86 per month [proportionally +30% over a 9 month period];
- Average number of post-release commencements Feb 08 – Jan 10 is 65 per month;
- Average number of post-release commencements Feb 10 – Jan 11 is 80 per month [proportionally +23% over a 12 month period];
- Comparing the actual numbers involved, there have been 20 additional sentences over a 9 month period (180) and 15 additional licence releases over a 12 month period (180), so broadly speaking, the growth in post release caseload has happened.

#### Summary

- It can clearly be seen from both the caseload and commencement data that some of the growth in pre-release custody cases has already been reflected in the post-release custodial caseload; however, the fact remains that the pre-release custodial caseload is at its highest point since June 2009 and has seen a numerically higher increase than the post-release caseload. That said, Fig.1 indicates a reduction in pre-release commencement trends over a 3, 6 and 12 month period, which is encouraging;
- The PIU are continuing to work on a model to accurately predict growth in the post-release custodial caseload; however, this is notoriously difficult due to recording of licence/sentence expiry dates, multiple recall/releases and will not be an exact science.

### 4. NI 18 Reducing Reoffending Performance (October 2009 – September 2010 cohort)

Region	Probation Trust	Local Authority	Cohort size (combining four quarters of probation caseload data)[1]	Actual rate of re-offending	Predicted rate of re-offending	% difference from baseline[2]
East Midlands			50226	9.26%	9.31%	-0.49%
	Derbyshire		11272	8.54%	7.76%	<b>10.09%</b>
		Derby	3706	8.61%	7.87%	9.35%
		Derbyshire	7458	8.47%	7.68%	<b>10.32%</b>
	Leicestershire		10401	8.09%	8.04%	0.56%
		Leicester	5488	8.25%	8.27%	-0.14%
		Leicestershire	4726	8.06%	7.85%	2.64%
		Rutland	174	5.17%	5.57%	-7.20%
	Lincolnshire		6186	9.44%	9.42%	0.21%
		Lincolnshire	6178	9.32%	9.40%	-0.80%
	Northamptonshire		7584	8.39%	8.27%	1.40%
		Northamptonshire	7589	8.33%	8.27%	0.65%
	Nottinghamshire		14783	11.01%	11.86%	<b>-7.18%</b>
		Nottingham	6589	10.96%	12.19%	<b>-10.14%</b>
		Nottinghamshire	8078	10.87%	11.54%	-5.80%

5. PTRS Q4 2010/11 Provisional Version (National)

<b>P T R S</b>		Q4	<b>PROTECT THE PUBLIC &amp; REDUCE CRIME</b>	<b>3</b>	↔	Derbyshire Probation Trust	
			<b>Reducing Reoffending</b>	Actual 8.54%	Pred. 7.76%	% Diff. <b>10.09%</b>	
<b>Public Protection</b>		<b>3</b>	↔	<b>Offender Management</b>		<b>4</b>	↔
NS Public Protection	97.7%	<b>3</b>	↔	NS Offender Management	93.1%	<b>3</b>	↔
Parole Assessment Report Timeliness	100.0%	<b>3</b>	↔	Orders or Licences Successfully Completed	73.8%	<b>3</b>	↔
Generic Parole Process	100.0%	n/a		OASys Tier 2, 3, 4 & PPO Final Reviews	96.0%	n/a	↔
Approved Premises Audit	30.0	<b>3</b>		Accommodation at Termination	89.5%	<b>4</b>	↑
Licence Recall Requests	97.5%	<b>3</b>	↓	Offender Feedback	71.8%	<b>3</b>	
Tier 2, 3 OASys Timeliness	95.1%	n/a	↔	End To End Enforcement (Q3)	74.3%	<b>4</b>	↓
Tier 4 & PPO OASys Timeliness	95.0%	<b>3</b>	↑	Influencing Demand (incl. Corston)	n/a	<b>3</b>	
OM Phase 2 & 3 OASys Timeliness	96.7%	n/a	↓	Court Report Timeliness (incl. RIC)	99.5%	<b>3</b>	↓
OASys Quality	91.7%	n/a		Enforcement	99.4%	<b>4</b>	↔
OMI 2 Risk of Harm	80%	<b>4</b>		OMI 2 Assessment & Sentence Planning	84%	<b>4</b>	
				OMI 2 Enforcement & Compliance	84%	n/a	
<b>Interventions</b>		<b>3</b>	↔	<b>Organisational Capability</b>		<b>3</b>	↓
NS Interventions	89.6%	<b>2</b>	↔	Victim Contact	98.9%	<b>3</b>	↓
Sex Offender Programme Completion Rate	54.3%	n/a	↓	Victim Feedback	100.0%	<b>3</b>	↔
Domestic Violence Programme Completion	78.3%	<b>4</b>	↔	Sickness Absence	9.1	<b>3</b>	↔
Accredited OBP Completion Rate (excl. Accredited OBP Starts (Relevant Criteria))	72.2%	<b>3</b>	↔	Budget Outtum	100.0%	<b>3</b>	
ATR Performance	70.3%	<b>2</b>	↓	Audit Commission Results	3	<b>3</b>	
DRR Performance	47.1%	<b>1</b>	↓	OMI 2 Management Results	90%	<b>4</b>	
Community Payback Completion Rate	75.0%	<b>3</b>	↔	Staff Diversity	10.1%	n/a	
Community Payback Stand-downs	0.42%	<b>3</b>	↓				
Sustained Employment	101.5%	<b>3</b>	↔				
Employment at Termination	50.7%	<b>3</b>	↑				
OMI 2 Interventions	82%	<b>4</b>					
OMI 2 Likelihood of Reoffending	77%	n/a					

6. Balanced Scorecard Q4 2010/11

**DERBYSHIRE PROBATION TRUST - BALANCED SCORECARD (Q4 2010/11)**  
 Vision: To be an excellent organisation providing local probation services to the highest possible standard.  
 Mission: To reduce re-offending and protect the public.

EXCELLENT & EFFECTIVE SERVICE DELIVERY					
Strategic Plan Ref	Measure	Freq	YTD Target	YTD Actual	Trend
1.1	PTRS Public Protection Score	Q	3	3	↔
1.2 ; 2.1	Reducing Re-offending (LAA NI 18)	Q	-9.2%	10.1%	↓
1.3 ; 1.5	Gain 4★ Excellence Award (EEM)	A	4★		↔
1.6	HMIP Inspection RoH Score <sup>(1)</sup>	A	70%	80%	↑
1.6	HMIP Inspection LoR Score <sup>(1)</sup>	A	69%	77%	↑
1.6	HMIP Inspection CaE Score <sup>(1)</sup>	A	77%	84%	↑
1.6 ; 2.7	Business Continuity Plan in place	Q	Q2	✓	↑
4.5	No unjustified disproportionality	Q	✓	✓	↔

DELIVERING VALUE FOR MONEY					
Strategic Plan Ref	Measure	Freq	YTD Target	YTD Actual	Trend
2.4	Does cost < SBC 'should cost'	Q	Q3	✓	
2.5	Corporate Governance in place (Q2)	Q	Q2	✓	
3.1 ; 4.6	Budget vs. Forecast (Actual)	Q	100%	99.7%	↔
3.1	Reduce travel expenditure (CSR)	Q	-5%	-11.0%	↑
3.1	Budget vs. Establishment	Q	-9.2%	-7.9%	↑
3.1 ; 3.4	Workload Management Score	Q	≤128	109	↑
3.4	Reduce workload (caseload) demand	Q	-5%	-9.8%	↑
3.6*	Efficient Estate utilisation (m <sup>2</sup> /emp)	A	12.3	12.9	↑

CUSTOMERS, PARTNERSHIPS & COMMISSIONING					
Strategic Plan Ref	Measure	Freq	YTD Target	YTD Actual	Trend
5.4	Level 2/3 MAPP meeting attendance	Q	90%	100%	↔
5.4	Serious Further Offence Outcomes	Q	<8	4	↑
5.5	CP hours - public nominated projects	Q	56%	66%	↑
5.7	Employment at term (LAA NI 144)	Q	40%	51%	↓
3.2 ; 3.5	Income generated from partners	Q	£1,423K	£1,708K	↑
5.8	CJS Probation Confidence <sup>(2)</sup>	Q	25%	21%	↔
5.8	Offender Satisfaction <sup>(3)</sup>	Q	71%	71.8%	↑
5.8	Victim Satisfaction	Q	85%	100%	↑

ORGANISATIONAL DEVELOPMENT					
Strategic Plan Ref	Measure	Freq	YTD Target	YTD Actual	Trend
1.1	Staff Sickness	Q	10.5	9.13	↓
1.7	Workforce planning audit rating	Q2	GA	G	
4.1	Staff Satisfaction better than 2009 <sup>(4)</sup>	A	55%	67%	↑
4.1	Training Attendance Rate	Q	95%	83%	↓
4.1*	OD plan commissioned	Q	Q2	✓	
4.3	Matrix Quality Standard achieved	A	✓	✓	
4.4*	% of eligible PSOs holding VQ3	Q	SAB	19.8%	↔
4.5	Staff BME %	Q	8.3%	10.0%	↓

**Notes:**  
 Direction of Travel (Trend) is in relation to performance and may not reflect a numeric increase or decrease in the measure e.g. an increase in sickness would reflect as ↓  
 Measures marked \* have not yet been updated with the Q3 performance result.  
 1. RoH = Risk of Harm; LoR = Likelihood of Reoffending; CaE = Compliance and Enforcement. YTD Target column indicates national average of inspections completed at the point of Derbyshire OMI.  
 2. The proportion of Derbyshire respondents who were 'very' / 'fairly' confident that the 'Probation Service is effective at preventing criminals from reoffending' (Oct 09 - Sep 10).  
 3. This is the NOMS Offender Feedback measure (OM29) conducted in October 2010. \* Note national standard target is 67% and the national average is 73.46%.  
 4. Based on the % of respondents either agreeing or strongly agreeing with the statements in the basket of questions that are consistent with the 2008 and 2009 surveys.