

My Berkshire 'performance portfolio'

The documents on the following pages illustrate how an early version of my *Three Purposes of Probation* appeared and was worked in real life by Berkshire Probation Service (BPS) staff during my 30 months as their Chief Probation Officer. Though some details would need to change now in the light of subsequent experience, the core concept worked then and still could now:

This was a case of practitioners using their own judgement to achieve prescribed outcomes ('proxy' outcomes arising from good quality Probation practice that lead to reduced reoffending), and then the key data aggregated into 'target measures' of organisational performance.

Page 1 – the core concept: This is the April 2000 version of the *BPS chart of Effective supervision* – there had been a 1999 version but the Home Office had then 'raised the bar' on breach action from *being required on the 3rd unacceptable failure to being required on the 2nd unacceptable failure*.

Pages 2-8 inclusive – individual case management: These are the four pages of the *BPS Assessment Framework* (2000 version), pink to reflect that since c1978 Probation assessment and review entries had been done on pink paper, plus the related '*List of Outcomes*' on three pages. This Framework will look massively complicated to a new reader, but I can say that both Home Office assessors and the then Inspectorate thought that it was 'too simple' – and the national assessment system that was later officially adopted for 2001 at first ran to some 32 pages and did not include recording outcomes achieved! (And therefore didn't deliver what our Framework delivered.) It had taken me some two years of drafts and trials to come up with this dense but concise document, which took the form of a single sheet of A3 folded into four A4 pages. Certain entries then had to be manually entered into one of two separate databases at the time, but in principle a subsequent electronic version of this Framework would have enabled the recording and data entry to be done with the same keystrokes.

The first page-and-a-bit of the Framework enabled the core details about the case to be recorded, plus the dates of each time the case was assessed or reviewed. (Most of this data was required at the time for entry onto the Home Office's 'Probis' database.) On the rest of the second page 'Section One' provided in effect a 'screening' for RoH - I was saying "serious harm" in those days, which I later came to see as a mistake, and I might 'screen' a little differently now. A 'Yes' to any of the questions would trigger the officer to create a separate record on the *BPS Risk Management database* – this was a Lotus Notes database devised by me, Pip Coker and our Information Systems Manager Adrian Scaife. (This might now sound antiquated, but it was something of a breakthrough at the time to have a single record, shared between each individual practitioner and every relevant manager including the Chief, which recorded for each of such cases, mostly in plain free text: What the 'problem' was, What the officer was doing about it, and every subsequent change with either of those.)

The third page enabled the officer to record *Compliance planned* and *Compliance achieved* during the then-critical first 12 weeks of supervision, firstly by completing the dates and codes in the lower section each week, and secondly by completing the three summary questions at "*B. Compliance achieved*" at the 12-week point. A key benefit was that not only could the core information then be entered on 'Probis' but also the officer could see for her-or-himself whether the case was meeting these particular three *required outcomes* of the time (defined by the Home Office and incorporated into BPS's targets).

The fourth page focused the officer on planning for, and recording achievement of, *Reducing LoR*. It was the result of much thinking and planning, both within and outside BPS. The biggest hurdle was to move officers from the mindset of focusing on "problems" - the 'departure point' an offender might need to 'move away from' – and towards focusing on *outcomes*, the 'destination(s)' an offender

might need to 'arrive at'. (In management training we would have called it 'managing by objectives' – start by saying what you want to achieve, then plan your path to achieving it.) Nowadays most practitioners are more attuned to planning what they want the individual under supervision to achieve, but in 1999-2001 it was a major psychological hurdle for many to think in any way other than in terms of "problems that needed addressing". But this change was critically necessary in order to integrate both the *planning for* and the *recording* of each offender's achievement(s) into a single system that at the same time was able to record each individual case and also be aggregated into a numeric measure of 'performance' for the organisation as a whole.

We had teaching and discussion days for all the relevant officers to help retune the mindset of the group as a whole. I was gently teased about my new language of "targets" in a sketch performed at a staff conference ("Andrew's very keen on archery"), but most officers appreciated that BPS's targets were entirely compatible with what they could recognise as good quality Probation practice.

Meanwhile the one other single source that an officer would need to refer to in order to complete the *Assessment Framework* each time was the *List of Outcomes*, each with its own three-digit code for data entry purposes. This took the form of a single laminated sheet of A3 that could be kept on a personal notice board if desired. These appear as pages 6-8 of this document. They were 'validated' as a reasonable list by an external consultant, the late Bruce Seymour, who was doing comparable work with other Probation Services such as Mid Glamorgan at the time. Obviously the listed outcomes differ greatly in the degree of their potential impact on any individual's behaviour, but they all represent 'steps achieved' (whether large or small) towards being less likely to reoffend. For me at the time it was about establishing an initial baseline of a new way of thinking about Probation practice from which a path of *future continuous improvement* could then develop.

I felt it important that there should be no external incentives – personal targets or rewards – for practitioners; the only incentive for them to record the achievement of outcomes should be because they wanted to do what I was looking for for its own sake. The choice of '3+ outcomes' as the target was purely an arbitrary and pragmatic first pitch at defining that reasonable progress towards reducing reoffending had been achieved. A revised measure of success, taking into account the various outcomes' different levels of potential impact, could be introduced in the light of two or three years' practical experience of using this initial benchmark. Even as it was, the target of achieving 3+ outcomes with 85% of cases proved challenging at the time.

Meanwhile, having established this first benchmark, we were able by February 2000 to produce a first *BPS Performance bulletin*, using data drawn from using the 1999 Assessment Framework in work with cases during the preceding six months (alongside other sources). The idea was that when people saw how the sum of their individual endeavours with each case contributed directly to the measures of organisational performance the process of the virtuous feedback loop would start to work...

Pages 9-14 – BPS Performance bulletins: These were the three two-page bulletins, back-to-back on a single laminated A4 sheet, issued one copy to each officer in February and August 2000 and in February 2001. (BPS came to an end at the merger with the Oxfordshire & Buckinghamshire service at the point when the National Probation Service was created in April 2001, and I was made compulsorily redundant.) The idea was that that there was a colourful visual summary on the front of the sheet of how BPS was doing against the main key set targets, while on the back people could see some structured explanatory detail and commentary – all on a single sheet, issued at six-monthly intervals so that progress or otherwise over time could also be observed.

Page 15 – BPS's inspection result 2000-1: The inspection programme by HMI Probation during the three years from 1998-2001 spanned the period when areas such as Berkshire were merged with

others, and it was also the time when the Inspectorate first systematically read and scored a sample of reports and cases from each area as part of the exercise. They had traditionally been most reluctant to say anything publicly about the relative performance of different Services/Areas but were now taking some first tentative steps towards doing so, given that the exercise was producing a cumulative single score for each Probation area for its report-writing and work with cases.

Since they wanted to undertake Followup inspections with each area, they decided they would put the areas inspected into one of three categories, based principally on the report/case scores (but without publishing the actual scores), indicating what 'level' of Followup was required. However, this system would only apply to those areas that were going to have an unchanged continued existence (i.e. not merged) between their original and Followup inspections.

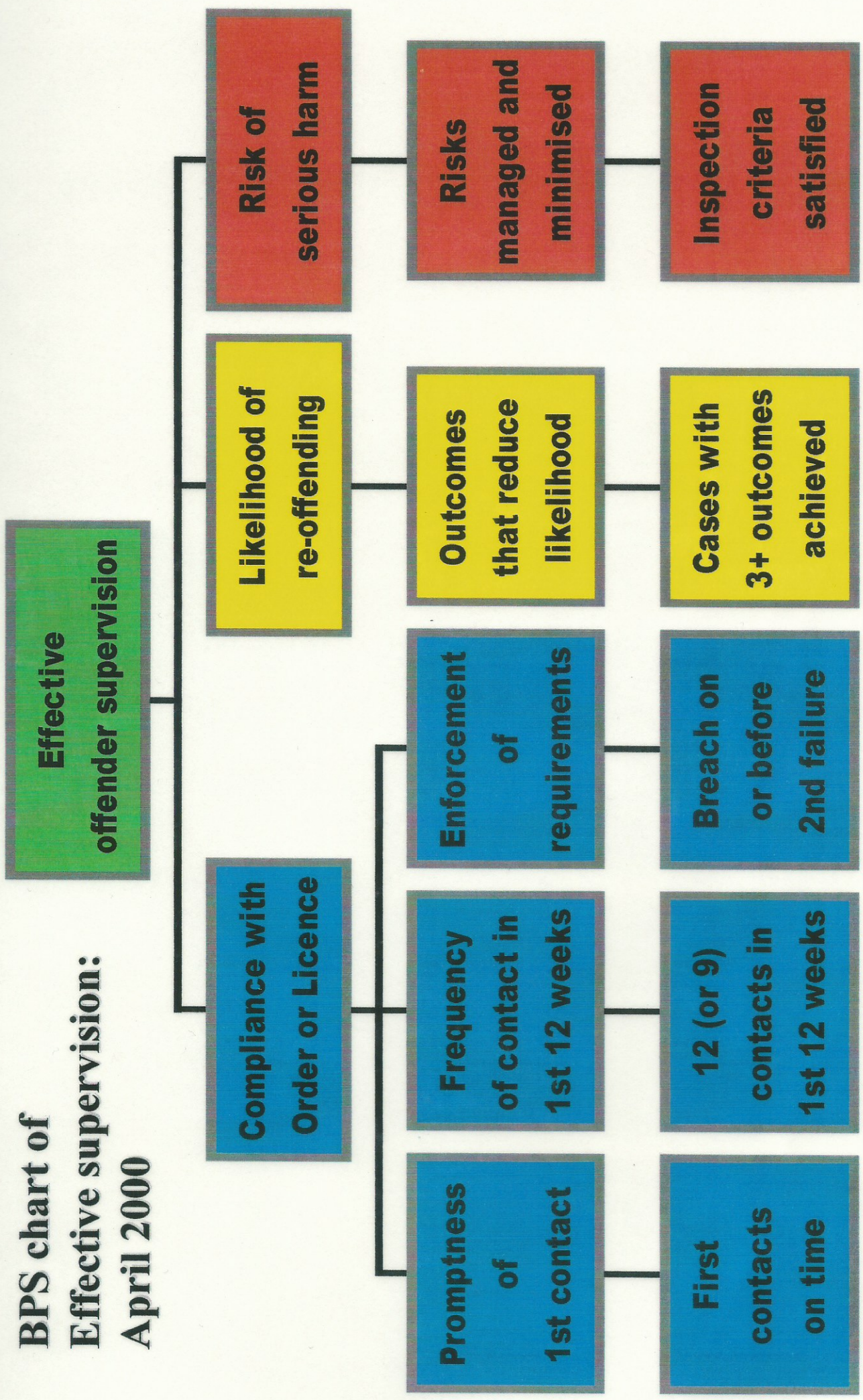
Informally, areas that were about to be merged were informed at the end of their inspection of which category of Followup they *would have* qualified for if they were not being merged – either Category 1 (best), 2 or 3 (worst) – though we were not given specific scores. It was in confirmation of an earlier provisional indication that I was told in a conversation with the relevant Assistant Chief Inspector in March 2001 that Berkshire's score was at a Category 1 level. This was particularly notable, since the other component of the future Thames Valley area (Oxon & Bucks) scored at a Category 3 level. The way this was written into the Thames Valley report, published later in 2001, was so obscure I had to ask the Inspectorate to point out where and how they had recorded this!

By this time I had joined the Inspectorate as a new Inspector, and I helped to complete the main phase of this 3-year inspection programme. And it was only because I was now inside the Inspectorate that I gained access to an internal summary sheet that showed the specific scores for each one of the 42 'new' areas, though including the separate scores of the constituent areas of some of the new combined areas where the Inspectorate had needed to do these separately. That is the sheet that forms the 15th and final page in this 'portfolio'. I found that Cornwall and North Yorkshire had had the highest scores of 78%, and Berkshire was the third highest with 74% - the basis for my claim that Berkshire "had the third best inspection result nationally" at the time.

I had no illusions that the Inspectorate case-and-report-assessment methodology at this time could be considered perfect, but it was itself a reasonable first attempt (we continued to revise, refine and improve it during my own time in the Inspectorate). However, it defined the outcome that Probation was being required to achieve at the time, defined in terms of Quality rather than just rule-following - therefore the result was a creditable achievement by Berkshire staff. Consequently it is reasonable to infer that the approach outlined on these pages had a beneficial real effect on practice. Even though there would of course be differences in how I would operate it now, I would immodestly argue that the approach I had introduced had some independent evidence of its effectiveness.

Andrew Bridges 2016

**BPS chart of
Effective supervision:
April 2000**



Berkshire Probation Service Assessment Framework: 2000 version

This paper Assessment Framework stays with the casefile throughout the Order or Licence. Entries are to be made as instructed below at the 'First assessment' (the Pre-sentence Report (PSR) stage or sentence commencement without PSR), at subsequent assessments and at Last assessment, as per Guidance notes. It constitutes a record that should build on previous assessments without altering them. After writing in each quarter's entries, electronic data entry should be made in accordance with current arrangements.. This version eliminates duplicate data entry and applies to all BPS supervision except CSO. After the Case and Date details, the assessment is made up of three Sections: Risk, Compliance, and Likelihood.

Case and Date details: - Complete the first row at the First assessment to identify the case, and the remaining rows as required at First and subsequent assessments

Case surname:		Initial:	Case Record No: (CRN)	Order type: (Circle one) PO / CO / Licence / Other	Commencement Date:		
Dates of assessments (enter a new date for each assessment)			First assessment	2 nd assessment	3 rd assessment	4 th assessment	5 th assessment
Code number of officer completing assessment: (enter code each time)							
6 th assessment	7 th assessment	8 th assessment	9 th assessment	10 th assessment	11 th assessment	12 th assessment	
Date of Last assessment: (for completion when closing the case)			Code number of officer completing Last assessment:				
Occurrences & initial & changing Statuses:			Occurrence Type: 1=PSR Disposal 2=PSR to Sup Plan 3=Sup Review 4= Transfer in 5=Hostel departure 6=Release from custody 7=Transfer out 8=Termination 9=POCM change				
Occurrence type	Date of Occurrence	To POCM	Return to CA	Return due	Received by date	Entry date	
Key statuses at START & FINISH of BPS contact:		Start	Finish	EMPLOYMENT STATUS			
Code occurrence type: 'Start' will be 1,2,4,5 or 6; (see list above) 'Finish' will be 7 or 8				Permanent f/t employment/self employed	1	1	
ALCOHOL STATUS				Temporary f/t employment/self employed	2	2	
Alcohol consumption within safe limits		1	1	Casual of p/t employment/self employed	3	3	
Excess alcohol - no probs/related offending		2	2	Unemployed < 6 months	4	4	
Excess alcohol - probs but no related offending		3	3	Unemployed 6 months +	5	5	
Offences committed under influence of alcohol		4	4	F/T education training	6	6	
Offences committed to obtain alcohol or fund drinking		5	5	Non-employed (disabled/retired)	7	7	
Offncs undr influence & to obtn alcohol/fund drinking		6	6	Non-employed (family care, etc)	8	8	
DRUG STATUS				At Finish, in addition to status shown above, ring any or all of these that occurred during supvn:	Started a job	9	
No illegal substance/drug use		1	1		Started New Deal	10	
Recreational drug use: no rel probs/no other offending		2	2		Started ETE prog	11	
Significant drug use - probs but no related offending		3	3	ACCOMMODATION STATUS			
Signific use: offences under the influence of drugs		4	4	Permanent suitable/settled	1	1	
Signific use: offences to obtain drugs/fund habit		5	5	Permanent unsuitable or unsettled	2	2	
Signific use: offs undr infl & to obtn drugs/fund habit		6	6	Temporary/suitable for needs	3	3	
Case and Date details continue on page 2				Temporary/unsuitable for needs	4	4	
				NFA - has shelter at night	5	5	
				NFA - no shelter at night	6	6	
				FAMILY CIRCUMSTANCES			
				No dependants - lives with parents	1	1	
				No dependants - lives alone	2	2	
No dependants - lives with friend(s)/or partner	3	3					
Adult dependant(s) only	4	4					
Dependent child(ren) only	5	5					
Dependent adult(s) - children	6	6					
No stable family group	7	7					

②

Case and Date details continued: Victim's Charter work

- for completion at First assessment, and at second assessment where applicable

Answer this question in all cases at time of First assessment

Is this a case where BPS will be initiating contact with at least one victim of the offender? Please circle one of the three listed categories:

If 'NO' then no further entries need be made in this section on Victims. If 'YES' please answer the further questions at the time of the second assessments (3+ months after First assessment)

NO

YES: Sentenced to 4 years or more (including Life) for a sexual or other violent offence

YES: Other reason

State number of relevant victims identified in this case

State number of relevant victims located

State number of relevant victims first contacted **within** two months of sentence (any contact)

State number of relevant victims where first contact was **after** two months of sentence

State number of relevant victims where face to face contact was achieved

State number of relevant victims requesting ongoing contact

End of Case and Date details

Section One: Managing Risk of serious harm

Risk of Serious Harm Assessment "5-bar Gate" – for completion every assessment

A: At First assessment (PSR or earliest possible) - please circle answers to each of the five questions

1 Is current offending on the 'A' list?	Yes	No
2 Is previous offending on the 'A' list?	Yes	No
3 Is there a history of serious harm to staff or others?	Yes	No
4 Is there a history of serious harm to self?	Yes	No
5 Is there a significant potential for serious harm to self or others?	Yes	No

'Yes' to any question means that a full assessment is required on the Risk Management database

B: At every subsequent assessment (circle 'Yes' if the answer to ANY of the above questions is 'Yes')

2 nd assessment YES / NO	3 rd assessment YES / NO	4 th assessment YES / NO	5 th assessment YES / NO	6 th assessment YES / NO	7 th assessment YES / NO
8 th assessment YES / NO	9 th assessment YES / NO	10 th assessment YES / NO	11 th assessment YES / NO	12 th assessment YES / NO	13 th assessment YES / NO

Further action: If the answer to any of the above questions is ever 'Yes' a record must be created on the Risk Management database, and a full assessment of the person's risk of serious harm, using the 'ABC' approach, must be entered there.

For reference – the 'A' list:

- Life imprisonment / Life Licence
- Warrant of Conditional Discharge under the Mental Health Act 1983
- Restriction Order following release from a Special Psychiatric Hospital or Secure Unit
- Schedule 1 offenders – offences committed against children
- Serious sexual or violent offences
- History of violence and / or a history of serious substance misuse AND live in the same household as a child

- Targeting of potentially vulnerable people (elderly, infirm, or less able to defend selves)
- Targeting of specific groups such as women, black people, gay people or others.
- Violence or threats against staff of Probation OR other agencies (Social Services, Housing, Employment Service, Benefits Agency, other partner agencies etc)

N.B. This list refers to past as well as to current behaviour

End of Section One: Risk

Section Two: Standards of Compliance planned and achieved

A. Compliance planned: *For completion at First assessment, or at Release assessment in Resettlement cases:*
Is it planned to supervise in accordance with 3 core National Standards (Promptness, Frequency and Enforcement?)

YES / NO	If no, signature of SPO as required.....
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B. Compliance achieved - *For completion at the time of the assessment after first 12 weeks of supervision in the community*

a) Promptness: The initial interview took place on which working day following commencement? Same day = 0; next wkg day = 1, etc	b) Frequency: How many eligible contacts took place during the first 12 weeks of supervision?
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c) Enforcement: Has the offender had two or more unacceptable failures to attend during the first 12 weeks? (Choose one based on record below)	NO	<i>YES, breach has started</i>	<i>and action has been started</i>	<i>YES, and SPO has approved the staying of breach action</i>	SPO Signature.....Date.....
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A	B	C		D
Dates offender required to attend: (include qualifying appointments given with <u>any</u> BPS staff and/or with partner organisations i.e. for Combination Orders list CS <u>and</u> PO appointments) in dd/mm/yy format	Offender response – Code: 1 – Attended as specified 2 – Attended not at appt but was seen 3 – Not attended: acceptable 4 – Not attended: UNACCEPTABLE	BPS action in cases of UNACCEPTABLE NON-ATTENDANCE: Most severe action taken: 8 - Telephone reminder 9 – Home visit 10 – Warning letter 11 – Final warning 12 – Breach proceedings started 13 – Evidence laid with Court		Line manager’s authorisation where no action taken on SECOND Unacceptable Non-Attendance 1 –Recorded 2 – Not recorded
		Code	Date	
1.				
2.				
3.				
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26.				

Section Three: Reducing Likelihood of re-offending - for completion every assessment

This section is in three parts. During the whole period of supervision a total maximum of six outcomes can be identified in each part. Please refer to the latest reference sheet for the full list of outcomes, with their three-digit reference numbers.

1. Outcomes needed in order to reduce this offender's Likelihood of re-offending.

(To be completed at the First assessment; also, at every subsequent assessment, but note that a maximum of six 'outcomes needed' is allowed over the whole period of supervision.)

Identify the outcomes needed in order to reduce this offender's Likelihood of re-offending

Enter the numbers (3 digits) of up to a maximum of six outcomes which apply. [If more than six, select the most important six]

2. Outcomes targeted currently. *(To be completed at the First assessment; also, at every subsequent assessment, but note that a maximum of six 'outcomes targeted' is allowed over the whole period of supervision.)*

Identify which specific outcomes are to be worked towards as part of the **current supervision plan**, and who has been commissioned to take lead responsibility for delivering it.

Enter the numbers (3 digits) of up to a maximum of six outcomes which apply. [If more than six, select the most important six]

Enter code by each outcome to show who has been commissioned to deliver it:
 B = Breakthrough
 G = Groupwork team
 C = CHASE Services team
 T = Thames Valley Project
 E = External agency/service
 A = A colleague POCM
 P = case POCM in person
 O = Other

- and below who **did** deliver it

3. Outcomes achieved. *(To be completed at the time of any assessment subsequent to the First when there is an achieved outcome to report, and most particularly at the Last assessment. Again, the total maximum is six.)*

Identify which outcomes this offender has achieved since commencement (and not recorded in a previous assessment), and who delivered it.

Enter the numbers (3 digits) of up to a maximum of six outcomes which apply. [If more than six, select the most important six]

Space to write out 'Other outcome' where applicable (see current reference sheet):

Action for POCMs: Pass completed Framework to Case Administrator within five days for data entry to be made

Action for CAs: After relevant data entry has been made locally, send a photocopy of the whole Framework to BPS HQ for further data entry to be made, and return original to file for POCM

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BPS Assessment Framework 1999: Reference sheet

List of Outcomes with reference numbers

1. Accommodation

- 102 Person has become aware of their rights under housing legislation and/or the housing options available to them, and/or the help available from BPS to access housing
- 112 Person has become registered on the LA housing register
- 108 Person has become co-operative with housing resettlement support/advocacy
- 113 Person has taken required action to secure accommodation and/or belongings during a period of absence
- 114 Person has successfully improved physical quality of own accommodation
- 103 Person has moved into emergency accommodation
- 104 Person has moved into a Probation-funded bedspace
- 115 Person has moved into a non-funded bedspace
- 116 Person has moved into a Probation/Bail Hostel
- 105 Person has moved into private-rented accommodation
- 117 Person has moved into private-rented accommodation using BPS financial help
- 106 Person has moved into permanent LA housing
- 109 Person is fulfilling their obligations as a resident
- 100 Person is in satisfactory accommodation
- 111 Person has sustained accommodation for at least 3 months

2. Addictive behaviour

- 210 Person has completed an initial substance misuse assessment
- 211 Person has become aware of options available to him/her through specialist community resources
- 201 Person understands damaging effects of own addictive behaviour
- 202 Person has demonstrated an increased knowledge and understanding of own addictive behaviour
- 208 Person has become aware of how to minimise risk of HIV infection to self or others
- 203 Person has gained desire to change own addictive behaviour
- 204 Person has completed a community-based rehabilitation programme
- 205 Person has completed a residential rehabilitation programme
- 206 Person has managed a reduction in own previous addictive behaviour for three or more months
- 207 Person has been free of a previously addictive behaviour for three or more months
- 212 Person has modified behaviour to comply with drink/driving legislation
- 200 The harmful effect of the person's use of any drugs (including alcohol) has been significantly reduced.
- 209 Person's gambling is within their means

3. Attitude orientation

- 300 Person does not support crime as a way of life
- 301 Person sees that they have something to lose by committing further offences
- 302 Person does not abuse own power in relation to others
- 303 Person has ceased to target specific victims
- 304 Person does not exhibit unacceptable discriminatory behaviour
- 305 Person no longer believes that crime does pay
- 306 Person recognises that their offending has hurt other people
- 307 Person considers it possible for him/her to stop offending
- 309 Person no longer believes in just 'living for now'
- 310 Person is no longer attracted by the excitement of offending
- 311 Person is capable of resisting opportunist offences
- 312 Person no longer excuses their own offending

4. Cognitive skills
- 400 Person is able to reason critically
 - 401 Person takes account of others' views and opinions
 - 402 Person understands the impact of their behaviour on their victims
 - 403 Person understands the impact of their behaviour on themselves
 - 404 Person is able to stop and think before they act
 - 405 Person is able to consider all the consequences before making decisions
 - 406 Person is able to formulate plans
 - 407 Person is able to use thinking techniques to control their own emotions and/or behaviour
 - 408 Person is able to think a problem through
 - 409 Person is able to talk and explain things to other people
 - 410 Person has become able to think of others
 - 411 Person is able to prioritise or sort out options
 - 412 Person is able to listen to other viewpoints
 - 413 Person is able to think positively
 - 414 Person is able to deal with a problem immediately
 - 415 Person is able to think more clearly
 - 416 Person is more open and assertive
 - 417 Person is less aggressive
 - 418 Person is able to respond constructively to criticism
 - 419 Person is able to apologise when appropriate
 - 420 Person negotiates instead of demands
 - 421 Person is able to recognise the victim's perspective on offending
 - 422 Person is able to think of acceptable solutions to their problems
 - 423 Person is able to reason logically, objectively and rationally (without distorting the facts or putting the blame on others)
 - 424 Person understands the effect of their behaviour on other people
 - 425 Person is able to control their own emotions when appropriate.
 - 426 Person is able to control their impulsivity
 - 427 Person accepts that they have a significant amount of control over what happens to them
 - 428 Person has gained effective interpersonal problem-solving skills
 - 429 Person displays some abstract thinking skills

5. Employment (and employment-related training & education)
- 524 Person has completed a Basic Skills screening
 - 525 Person has completed a full Basic Skills assessment
 - 501 Person has completed an initial employability assessment
 - 502 Person has completed a full capability assessment (Morrisby)
 - 503 Person has completed foundation skills training
 - 504 Person has become ready to undertake specific employment / vocational training
 - 505 Person has completed Jobsearch Skills training
 - 506 Person now able to disclose own previous convictions
 - 507 Person has a competently completed CV or job application
 - 508 Person has displayed good use of a Job Club
 - 509 Person has attained a numeracy qualification
 - 510 Person has attained a literacy qualification
 - 511 Person has attained GNVQ unit(s)
 - 512 Person has attained NVQ unit(s)
 - 513 Person has completed TEC-sponsored vocational training
 - 514 Person has completed FE or HE vocational training
 - 515 Person has completed other vocational training
 - 516 Person has completed other employ-related FE/HE programme
 - 517 Person has undertaken appropriate voluntary work for 2+ weeks
 - 518 Person has undertaken a work experience programme of 2+ weeks
 - 519 Person is now 'job ready'
 - 520 Person has attended a job interview
 - 521 Person has started a job (including self employment)
 - 522 Person has sustained employment (inc self-emp) for 3+ months
 - 523 Person has sustained employment (inc self-emp) for 6+ months

6. Finance

- 606 Person has completed a benefits advice session
- 607 Person has completed a budgeting advice session
- 608 Person has benefited from specialist debt counselling
- 601 Person has increased own or family's income legally
- 602 Person has reduced own or family's expenditure appropriately
- 603 Person has significantly reduced debts or fines
- 604 Person has gained money management skills
- 600 Person lives within their means

7. Health

- 710 Person is now aware of relevant health resources in community
- 701 Person is now registered with a GP
- 702 Person has completed an assessment by a relevant specialist
- 704 Person has co-operated with a treatment programme provided by a relevant specialist
- 711 Person has taken action to improve physical health
- 703 Person's physical health has significantly improved
- 712 Person has taken action to improve mental health
- 705 Person's mental health has significantly improved
- 706 Person's propensity to self-harm has reduced significantly
- 700 Person does not 'self harm'

8. Recreation

- 800 Person makes constructive use of their time
- 801 Person participates constructively in sport
- 802 Person participates constructively in the performing arts
- 803 Person participates constructively in any other arts activity
- 804 Person participates in other appropriate organised activity

9. Relations with others

- 900 Person's relationship with their partner is positive
- 901 Person has positive relationships with family members
- 902 Person's main friends and acquaintances are non-criminal
- 903 Person's sexual relationships are conducted non-abusively
- 904 Person is able to discuss personal things with their partner
- 905 Person is able to show other people in an appropriate way that He/she likes them
- 906 Person is able to talk constructively with people in positions of authority
- 907 Person is able to talk effectively with members of either sex

10. Other

- 000 Where you have identified an 'other' outcome, please enter the Code 000, and write out the outcome at the foot of Section Two

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Berkshire Probation Service: Performance bulletin: February 2000



Now meeting some key headline targets:
Further action required to meet the others ...

PSR Timeliness:	91% reports completed within req'd timescale: ON target. But new Nat Standard will require 15 days in all cases.	<input checked="" type="checkbox"/>
PSR Quality:	67% PSRs passed 1999 ACOP Audit. Action under way. HMIP Inspection due Oct 2000.	<input type="checkbox"/>
Hostel occupancy:	85% occupancy achieved late 1999: ON 1998 target but misses 1999 one. New H.O. target of 90% in 2000.	<input type="checkbox"/>
Promptness of 1st Contact:	83% 1st contacts recorded as on time: Current remedial action continues, but KPI may change.	<input type="checkbox"/>
Frequency of Contact:	59% cases achieved required frequency: Further action under way, target may change	<input type="checkbox"/>
Enforcement of Contact:	91% cases in latest Audit breached as req'd: ON target. Action to consolidate now under way.	<input checked="" type="checkbox"/>
Likelihood: (supvn outcomes)	51% CS Orders had employability outcome - ON target. Action to consolidate and develop under way	<input checked="" type="checkbox"/>
	66% other supvn cases achieved 3+ outcomes: Action to achieve 85% target under way.	<input type="checkbox"/>
Risk: (pass inspection)	87% cases passed January Risk inspection: ON target Next Risk inspection due November 2000	<input checked="" type="checkbox"/>

Detailed descriptions and notes overleaf ...

Berkshire Probation Service: Performance bulletin: February 2000 Detailed descriptions and notes:

Headline measure	BPS Performance objective 1999 00: During period April - Dec 1999:	Lead ACO	How demonstrated & recorded, & when	How reported, and when	Previous report(s)	Latest report	Trend	Action:
PSR Timeliness	At least 85% of PSRs will be submitted within the timescale required by the Court. (KPI 4)	Susan	Data entry on Probis on completion of PSR	BPS's "Probeps" - now available to all managers on own PC	62% in Sept report	91% for Apr - Dec	UP	New Nat Std specifies 15 days in all cases, so objective & practice to be amended
PSR Quality	At least 85% of PSRs will be assessed as satisfactory or better in the May 1999 national inspection, using the current Quality Checklist.	Susan	Enhanced BPS PSR template now enables PSR writer to ensure all criteria are covered	External inspections using national Quality Checklist	72% in 1997 Audit	67% in May 1999 Audit	DOWN	New template fully deployed 1 March 2000, with linked training
Hostel occupancy	BPS probation and bail hostels will achieve 87% occupancy. (KPI 8)	Susan	Hostel records, kept as per Home Office reqs	Quarterly reports by Hostels, to HQ	83% (Sept)	85% (Dec)	UP	Home Office has raised target to 90% for 2000
Promptness of 1 st Contact	At least 85% of cases will achieve first contact on time i.e. within National Standards time limit. (KPI 2) -	Pip	Data entry on Assessment Framework - to Probis no later than 13-week stage	BPS's "Probeps" - now available to all managers on own PC	69% in Sept audit	83% in Jan audit	UP	Prompter and more reliable data entry required, and check report specification. NB KPI may change
Frequency of Contact	At least 80% of cases will maintain frequency of contact required by National Standards during first three months of supervision or licence. -	Pip	Data entry on Assessment Framework - to Probis no later than 13-week stage	BPS's "Probeps" - now available to all managers on own PC	-	59% in Jan audit	-	Prompter and more reliable data entry required, and check report specification
Enforcement of Contact	At least 85% of cases will be breached when contact falls below that required by National Standards - i.e. on or before a third unacceptable failure. (KPI 3)	Susan	Data entry on Assessment Framework - to Probis no later than 13-week stage	BPS's "Probeps" - now available to all managers on own PC	38% in Sept audit	91% in Jan audit	UP	Prompter and more reliable data entry required, and check report specification
Likelihood	At least 50% of terminated CS Orders will have achieved an employability outcome during supervision, and at least 85% of other terminated Orders and Licences will have achieved at least 3 positive outcomes during supervision. (Likelihood of re-offending, relevant to KPI 1)	Pip for CS, Susan for others	CS record, and data entry on Assessment Framework - for transfer to Probis?	BPS's "Probeps" - now available to all managers on own PC and Assessment Framework database reports	Under 20% in Sept report	51% for CS, and 66% for other supervin Oct - Dec	UP	Continue to improve data entry, introduce a Probis field, and overhaul report specifications
Risk	The risk management of at least 85% of PDP* cases under current BPS supervision will be assessed as satisfactory or better, using the current PDP Quality Checklist, in the November 1999 inspection. (Standards of Managing Risk of Dangerousness)	Pip	All information related to managing the risk of serious harm posed by any relevant individual current case entered on Risk Management Database	Internal inspections of records on Risk Management Database, using current Quality Checklist	73% assessed as satis or better in Nov 98 inspection	87% assessed as satis or better in Jan 00 inspection	UP	Continued training in, and monitoring of, risk management, within BPS and across all agencies, and review Quality Checklist

There are eleven other current BPS Performance Objectives, reported on elsewhere.

Berkshire Probation Service: Performance bulletin: August 2000



Several new, higher, targets conceal BPS's improving overall performance ...

PSR Timeliness:	68% reports meeting new 15-day Nat Std. Now solving data problem. (90% meeting old target)	X
PSR Quality:	92% PSRs passed June 2000 internal inspection. HMIP Inspection due Oct 2000.	✓
Hostel occupancy:	88% occupancy achieved in latest returns. Exceeds old target, but narrowly misses new 90% H.O. target.	X
Promptness of 1st Contact:	88% 1st contacts recorded as arranged on time. Trend is UP, but so is new target.	X
Frequency of Contact:	81% cases had required frequency <u>arranged</u> . (59% cases had required frequency <u>achieved</u> .)	✓
Enforcement of Contact:	82% cases in July file inspection breached as req'd: New target narrowly missed, but encouraging start.	X
Likelihood: (supvn outcomes)	69% CS Orders had employability outcome - ON target. Good consolidation.	✓
	65% other supvn cases achieved 3+ outcomes: (Cannot filter out terminations for breach)	X
Risk: (pass inspection)	92% cases passed July file inspection (sample): ON target. Next full Risk inspection due November 2000	✓

Detailed descriptions and notes overleaf ...

Berkshire Probation Service: Performance bulletin: August 2000 **Detailed descriptions and notes:**

Headline measure	BPS Performance objective 2000 - 01: During period April - Dec 2000:	Lead ACO	How demonstrated & recorded, & when completion of PSR	How reported, and when	Previous report(s)	Latest report	Trend	Action:
PSR Timeliness	At least 90% of PSRs will be submitted within 15 working days.	Susan	Data entry on Probis on completion of PSR	BPS's "Probeps" - now available to all managers on own PC	91% for old target of Court timescale	68% for new target (90% for old target)	None - new target	New data entry problem identified and being eradicated
PSR Quality	At least 85% of PSRs will be assessed as satisfactory or better in the October 2000 HMIP performance inspection, using the current Quality Checklist.	Susan	Enhanced BPS PSR template now enables PSR writer to ensure all criteria are covered	External & internal inspections using national Quality Checklist	67% in May 1999 Audit	92% in June 2000 internal inspection	UP	Improvement will hopefully be confirmed in October HMIP Inspection
Hostel occupancy	BPS probation and bail hostels will achieve 90% occupancy.	Susan	Hostel records, kept as per Home Office reqs	Quarterly reports by Hostels, to HQ	85% (Dec)	88% (Apr-Jun)	UP but new target	Good result - very difficult target when taking Risk cases too
Promptness of 1st Contact	At least 90% of cases will have the first contact arranged to take place on time i.e. within National Standards time limit.	Pip	Data entry on Assessment Framework - to Probis no later than 12-week stage, plus inspections & Audits	BPS's "Probeps" - now available to all managers on own PC	83% for old target of 1 st contact achieved	86% (Probeps) 88% in July file inspection	None - new target	Resolving identified organisation problem in one team should enable BPS to go over target soon
Frequency of Contact	At least 80% of cases will have arranged & maintain frequency of contact required by National Standards during first three months of supervision or licence. -	Pip	Data entry on Assessment Framework - to Probis no later than 12-week stage, plus inspections & Audits	BPS's "Probeps" - now available to all managers on own PC	59% achieved in Jan 00 Audit	81% arranged on time, 59% achieved	New target; (& par on old target)	Good progress, but tighter organisation required to reach the target for achieving required frequency
Enforcement of Contact	At least 90% of cases will be breached when contact falls below that required by National Standards - i.e. on or before a 2 nd unacceptable failure, Orders; (3 rd Licences)	Susan	Data entry on Assessment Framework - to Probis no later than 12-week stage, plus inspections & Audits	BPS's "Probeps" - now available to all managers on own PC	91% for old target, in Jan 00 Audit	82% for new target, in July file inspection	None - new target	New target (2 nd failure) is very demanding, and this is a good start.
Likelihood	At least 50% of terminated CS Orders will have achieved an employability outcome during supervision, and at least 85% of other terminated Orders and Licences will have achieved at least 3 positive outcomes during supervision.	Pip for CS, Susan for others	CS record, and data entry on Assessment Framework	BPS's "Probeps" - now available to all managers on own PC and Assessment Framework database reports	51% for CS, and 66% for other supervn Oct - Dec	69% for CS, and 65% for other supervn Jan - Jun	UP for CS, Level for other supervn	CS consolidating well. For other supervn, we cannot filter out cases terminated for breach - a problem as target was intended to cover only normal completions
Risk	The risk management of at least 85% of cases under current BPS supervision on Risk Manag Database will be assessed as satisfactory or better, using the current Checklist, in the November 2000 inspection.	Pip	All information related to managing the risk of serious harm posed by any relevant individual current case entered on Risk Management Database	Internal inspections of records on Risk Management Database, using current Quality Checklist	87% in January inspection	92% (11 out of 12) in July file inspection sample	UP	Small sample this time, but at least encouraging. Bigger test in autumn with HMIP and our own full inspection scheduled.

There are other current BPS Performance Objectives, reported on elsewhere.

Berkshire Probation Service: Performance bulletin: February 2001



Several new, higher, targets conceal BPS's improving overall performance ...

PSR Timeliness:	71% reports meeting new 15-day Nat Std. Work to improve continues. (92% meeting old target)	X
PSR Quality:	90% PSRs passed HMIP's performance inspection in October 2000.	✓
Hostel occupancy:	88% occupancy achieved in latest returns. Exceeds old target, but narrowly misses new 90% H.O. target.	X
Promptness of 1st Contact:	98% 1st contacts recorded as arranged on time in HMIP's October 2000 performance inspection.	✓
Frequency of Contact:	84% of cases had required frequency arranged. (91% of Probation Orders in HMIP inspection.)	✓
Enforcement of Contact:	60% cases in Jan 2001 Audit breached as req'd: Fewer cases now failing - more difficult to breach.	X
Likelihood: (supvn outcomes)	64% CS Orders had employability outcome - ON target. Good consolidation.	✓
	82% other supvn cases achieved 3+ outcomes: (Adjusted to allow for terminations for breach)	X
Risk: (pass inspection)	91% cases passed Independent Internal Risk inspection in November 2000.	✓

Detailed descriptions and notes overleaf ...

Berkshire Probation Service: Performance bulletin: February 2001 Detailed descriptions and notes:

Headline measure	BPS Performance objective 2000 - 01: During period April - Dec 2000:	Lead ACO	How demonstrated & recorded, & when	How reported, and when	Previous report(s)	Latest report	Trend	Action:
PSR Timeliness	At least 90% of PSRs will be submitted within 15 working days.	Susan	Data entry on Probis on completion of PSR	BPS's "Probreps" - now available to all managers on own PC	68% (Old target was Court timescale)	71% for new target (92% for old target)	UP	New data entry problem identified and being eradicated. Other work too to improve.
PSR Quality	At least 85% of PSRs will be assessed as satisfactory or better in the October 2000 HMIP performance inspection, using the current Quality Checklist.	Susan	Enhanced BPS PSR template now enables PSR writer to ensure all criteria are covered	External & internal inspections using national Quality Checklist	67% in May 1999 Audit	90% in Oct 2000 HMIP inspection	UP	Improvement first noted in June internal inspectn now confirmed by HMIP's inspection.
Hostel occupancy	BPS probation and bail hostels will achieve 90% occupancy.	Susan	Hostel records, kept as per Home Office reqs	Quarterly reports by Hostels, to HQ	88% (Apr-Jun)	88% (Apr-Dec)	UP but new target	Good result - very difficult target when taking Risk cases too
Promptness of 1 st Contact	At least 90% of cases will have the first contact arranged to take place on time i.e. within National Standards time limit.	Pip	Data entry on Assessment Framework - to Probis no later than 12-week stage, plus inspections & Audits	BPS's "Probreps" - now available to all managers on own PC	86% (Probreps) 88% in July file inspection	98% in HMIP's performance inspection	UP	Good result - achieved by attention to detail by all staff involved in the process.
Frequency of Contact	At least 80% of cases will have arranged frequency of contact required by National Standards during first three months of supervision or licence. -	Pip	Data entry on Assessment Framework - to Probis no later than 12-week stage, plus inspections & Audits	BPS's "Probreps" - now available to all managers on own PC	81% arranged on time	84% arranged on time	UP	Good progress.
Enforcement of Contact	At least 90% of cases will be breached when contact falls below that required by National Standards - i.e. on or before a 2 nd unacceptable failure, Orders; (3 rd Licences)	Susan	Data entry on Assessment Framework - to Probis no later than 12-week stage, plus inspections & Audits	BPS's "Probreps" - now available to all managers on own PC	82% for new target, in July file inspection	60% (6 of 10 cases in Jan 2001 Audit)	DOWN	New target (2 nd failure) is very demanding, esp with the few difficult cases that continue to fail to report.
Likelihood	At least 50% of terminated CS Orders will have achieved an employability outcome during supervision, and at least 85% of other terminated Orders and Licences will have achieved at least 3 positive outcomes during supervision.	Pip for CS, Susan for others	CS record, and data entry on Assessment Framework	BPS's "Probreps" - now available to all managers on own PC and Assessment Framework database reports	69% for CS, and 65% for other supervison Jan - Jun	64% for CS, and 82% for other supervison Apr-Dec	DOWN for CS. UP for other supvsn	CS consolidating well. For other supervison, this is an 'adjusted' figure, as an estimated percentage of normal completions
Risk	The risk management of at least 85% of cases under current BPS supervision on Risk Manag Database will be assessed as satisfactory or better, using the current Checklist, in the November 2000 inspection.	Pip	All information related to managing the risk of serious harm posed by any relevant individual current case entered on Risk Management Database	Internal inspections of records on Risk Management Database, using current Quality Checklist	87% in January 2000 inspection	91% in November 2000 inspection	UP	Steady improvements in Risk Management being made regularly

There are other current BPS Performance Objectives, reported on elsewhere.



		<u>VFM performance score</u>	<u>Follow up category</u>
<u>Region 1</u>	Hereford & Worcester	70%	1
	Shropshire	49%	3
	Staffordshire	65%	2
	Warwickshire	71%	1
	West Midlands	57%	3
<u>Region 2</u>	Durham	67%	1
	Northumbria	57%	3
	Teesside	72%	1
<u>Region 3</u>	Bedfordshire	66%	2
	Cambridgeshire	66%	2
	Essex	53%	3
	Hertfordshire	60%	2
	Norfolk	65%	2
	Northants	57%	3
	Suffolk	61%	3
<u>Region 4</u>	Cheshire	54%	3
	Cumbria	72%	1
	Lancashire	63%	2
	Greater Manchester	67%	2
	Merseyside	69%	2
<u>Region 5</u>	Derbyshire	70%	1
	Leics & Rutland	68%	1
	Lincolnshire	65%	2
	Nottinghamshire	55%	3
<u>Region 6</u>	Humberside	61%	3
	North Yorkshire	78%	1
	South Yorkshire	56%	3
	West Yorkshire	58%	3
<u>Region 7</u>	* (Berkshire	74%) *	
	Hampshire	57%	3
	Kent	67%	2
	(Oxfords & Bucks	60%)	
	Surrey	66%	2
	(East Sussex	73%)	
	(West Sussex	72%)	
	Sussex	73%	
Thames Valley	66%		
<u>Region 8</u>	(Avon	59%)	
	(Avon "additional"	69%)	
	(Somerset	65%)	
	Avon & Somerset	62%	
	(Cornwall	78%)	
	(Devon	66%)	
	Devon & Cornwall	72%	
	Dorset	69%	2
	Gloucestershire	71%	2
Wiltshire	72%	1	
<u>Region 9</u>	London	62%	
<u>Wales (region 10)</u>	Dyfed-Powys	67%	
	Gwent	70%	
	North Wales	73%	
	South Wales	65%	