

PERFORMANCE REWARD GRANT QUARTERLY MONITORING TEMPLATE

Name of Project	Commit to Change
Lead Officer	Nasim Akhter
Reporting Period <sup>1</sup>	<b>1<sup>st</sup> February – 30<sup>th</sup> April 2013</b>

1. Achieving Outcomes

Outcome	Target (per annum)	Update for period 1 <sup>st</sup> Feb – 30 <sup>th</sup> April 2013												
1. Reduced offending/re-offending	Reduction in the use of short custodial sentences (25% over 2 years from baseline of 150 = 18.75 less per annum)	<p>The Courts have made a total of 38 orders were made up to 30 April 2013. Of these:</p> <ul style="list-style-type: none"> <li>• 23 were made by the Crown Courts</li> <li>• 15 were made by the Magistrates Courts</li> </ul> <p>Sentencing Trends The following are taken from the probation sentencing trends data for sentencing offenders to under 12 months custody. For Q3 2012/13 only 3 of the 5 districts (including Calderdale) in West Yorkshire achieved a reduction in the numbers sentenced to under 12 months custody.</p> <table border="1"> <thead> <tr> <th>Q1 2011/12</th> <th>Q1 2012/13</th> <th>Q2 2011/12</th> <th>Q2 2012/3</th> <th>Q3 2011/12</th> <th>Q3 2012/13</th> </tr> </thead> <tbody> <tr> <td>33</td> <td>37</td> <td>37</td> <td>62</td> <td>44</td> <td>40</td> </tr> </tbody> </table>	Q1 2011/12	Q1 2012/13	Q2 2011/12	Q2 2012/3	Q3 2011/12	Q3 2012/13	33	37	37	62	44	40
Q1 2011/12	Q1 2012/13	Q2 2011/12	Q2 2012/3	Q3 2011/12	Q3 2012/13									
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<sup>1</sup> Reports should be submitted within one month of the end of the reporting period.

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		<p>The table below is the trend for Bradford Crown Court as some of the Calderdale orders are made by this Crown Court. For Q3 2012/3 there was a significant reduction in the numbers sentenced to under 12 months custody.</p> <table border="1"> <thead> <tr> <th>Q1 2011/12</th> <th>Q1 2012/13</th> <th>Q2 2011/12</th> <th>Q2 2012/3</th> <th>Q3 2011/12</th> <th>Q3 2012/13</th> </tr> </thead> <tbody> <tr> <td>33</td> <td>38</td> <td>39</td> <td>50</td> <td>52</td> <td>25</td> </tr> </tbody> </table>						Q1 2011/12	Q1 2012/13	Q2 2011/12	Q2 2012/3	Q3 2011/12	Q3 2012/13	33	38	39	50	52	25
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33	38	39	50	52	25														
	10% increased in compliance by offenders over 2 years	To be reported in the final evaluation of the project.																	
	10% reduction on the predicted level of reoffending over 2 years	To be reported in the final evaluation of the project.																	
	Positive change in attitude and reduced level of need amongst service users	<p>1 female individual completed the order without re-offending.</p> <p>3 individuals completed the Thinking Skills Programme which helps people to develop their thinking and problem solving skills.</p>																	
	Employment (obtained, sustained, and at termination of order) training and qualifications obtained by service users	<p>2 individuals commenced the Princess Trust Opportunities Programme. This is a 12 week intensive programme held at Calderdale College.</p> <p>4 individuals attended the weekly Healthy Eating classes run by Calderdale College in the catering kitchen/canteen at the Probation office. All 4 passed the L2 in Food Hygiene.</p> <p>1 individual commenced the Catering Taster Course held by Calderdale College in the catering kitchen/canteen at the Probation office. The entry requirement is a the L2 in Food Hygiene.</p>																	

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		<p>I individual commenced a work trial at the Cooking School at Dean Clough. However he did not complete the trial.</p> <p>I female individual is offering beauty sessions on a voluntary basis to service users at Directions.</p> <p>I individual has applied to become a mentor at Directions.</p>
2. Better support for victims	Increased involvement by local people in criminal justice solutions	<p><b>Restorative Approaches</b> The ICO manager attended the Calderdale restorative approaches meeting. It is unlikely that the retail crime pilot reported in the previous report will go ahead.</p> <p><b>Restorative Justice work for offenders.</b> This is reported on the project management section below. It remains the case that it is slow to develop as offenders have other issues which as drug abuse that need to be addressed to stabilise them before any work can commence.</p> <p><b>Family Resolutions</b> This is reported on the project management section below.</p> <p><b>Outdoor work</b> This was put on hold due to the very cold weather and is about to commence.</p>
	Improved victim satisfaction	As the restorative justice work has been slow to develop only one full case

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		conference has been completed.
	Increased number of children/families supported	<p>3 individuals are supported with their children and families.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>• 1 individual is supported to keep appointments with the Family Interventions Worker. 3 way meetings have been held. He has also helped to secure appropriate housing and £200 grant was secured via Adult Substance Misuse with purchasing second hand furnishings.</li> <li>• Support work continues re: individual with all 9 children who are in local authority care.</li> </ul>
3. Sustainability	Establish a diverse group of trained mentors	<p>At the end of February 2013 a temporary mentor coordinator was appointed for 10 hours/ week. Due to the immediate business need and the temporary nature of the post an existing mentor was appointed to the post.</p> <p>At the end of March it became apparent that the full time mentor coordinator would remain on long term sick leave for the foreseeable future. Not having a mentor coordinator was assessed as a high risk to the ICO project as this element of the order would rapidly not be available for offenders. Following a meeting with the Chief Executive of VAC it was agreed to increase the hours to 30 hour/week of the temporary mentor coordinator so that the key tasks were covered. The hours of the temporary mentor coordinator was increased to 30 hours/week from 2<sup>nd</sup> April 2013.</p> <p>Initially it was thought that mentor recruitment could not take place, however due to demand for mentors it was agreed to recruit another group of mentors. This took place and training for the 8 new mentors was delivered</p>

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		<p>for by VAC and the temporary mentor coordinator. At the end of April they had almost completed their training and we are awaiting references to be returned and CRB checks to be completed.</p> <p>The temporary mentor coordinator was tasked to update the list of all the existing mentors and at the end of April 13 there were a total of 9 active mentors of which 6 were female and 3 male. 5 mentors are inactive. 2 mentors had withdrawn as they had secured paid employment and 2 mentors were unsuitable.</p> <p>Since the commencement of the ICO in August 2011, 967 hours and 25 minutes have been contributed by the mentors to the support of offenders. This is the equivalent to a paid individual working 37 hours/week for 26.1 weeks.</p> <p>In terms of activities the mentors have given their time to:</p> <ul style="list-style-type: none"> <li>• Supporting individuals with appointments in the community such as, with housing agencies, Jobcentreplus and GP's.</li> <li>• Offering support at the drop in from Monday to Thursday: 10am to 2pm offered.</li> <li>• Supporting group activities such as Healthy Eating delivered by Calderdale College for offenders and Action For Change.</li> <li>• Offering pre and post group support such as contacting offenders to remind offenders to attend the group in the morning and then offering practical support after the session.</li> <li>• 1:1 support for individuals.</li> </ul>
	Actual costs/benefits of the project monitored to support	To be monitored as part of the final evaluation.

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	future M of J (or other) reinvestment proposals for the benefit of local, safer and stronger communities.	<p>Due to senior management changes for Calderdale Probation and manager changes for the IOM Police the service user questionnaire was drafted but not progressed.</p> <p>The ICO manager provided a briefing for the new Head of Service and Operations Manager for Calderdale. A briefing paper outlining options of future sustainability was submitted by the ICO manager to the new senior managers and will be considered in May and June 2013.</p> <p>The Head of Service in Calderdale is in the process of meeting the Assistant Chief Constable for Calderdale to discuss the way forward to sustain the ICO project; specifically the link with IOM.</p>

## 2. Project Management

Task	To be completed by	Cost	Quarterly Update
Phase 1 Set Up Project Structure -COMPLETED			
Phase 2 Project Start			
Deliver Mentoring training	Oct onwards		A forth round of recruitment and training was commenced during this quarter.
Develop Mentor Support Group	End Oct		The temporary mentor coordinator has offered 1:1 mentor support to the existing mentors.
Create pathway for ex-offenders as	End Oct		Several ex-offenders are now mentors.

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mentors			
Develop the Restorative Justice (RJ) package	End Dec 2011		<p>The Probation ICO manager remains a member of the Calderdale multi agency restorative approaches steering group.</p> <p>2 offenders are due to complete the Restorative Justice module and will be drafting a letter to the victim. However, the letter is for practice as the victims of the crimes do not want further contact.</p> <p>Another 4 offenders are commencing victim awareness work only. Another offender is suitable but must complete another element of the community sentence before work can start on restorative justice.</p> <p>Family resolutions as an options to resolve dispute in families. A referral was done to the PC to facilitate some work between a man subject to an ICO and his mother to improve their relationship.</p> <p>The Restorative Justice element has been particularly difficult to implement.</p>
Phase 3 Ongoing Delivery & Reviews			
Research Team undertake research, including interviews with key stakeholders	From January 2012 onwards		The final evaluation will commence in May 2013.
Steering Group oversight	Ongoing		An ICO steering group meeting was not held as planned in April 2013 due to a number of staff changes. The manager from VAC left and the IOM manager post was vacant as the existing manager retired following long term sick leave. Additionally, there were senior management changes at Calderdale Probation. The ICO manager

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			plans to hold a meeting in the next and final quarter.
Support and training for mentors	Ongoing		As mentioned above temporary mentor coordinator has offered 1:1 support to the mentors. This has very positive to support the mentors after a period of instability.
Publicity material & promotional work	Ongoing		The visit by Craig Whittaker MP took place on 18 <sup>th</sup> February and the Offender Manager did a presentation re: the ICO and the DVD made by 2 offenders on the ICO was shown .
Developing successful case studies	Ongoing		As above.
Offender/service user feedback	Ongoing, including some group feedback sessions		The temporary mentor coordinator has been tasked to ensure the completion of the service user questionnaires.  19 service user questionnaires have been completed and a further 1 exit questionnaire has been completed.
Final Review	End of Year two, by October 2013		The evaluation will commence in May 2013.

#### 4. Risk Management

Risk	Mitigation	Quarterly Update
The order net widens rather than being used for risk of custody cases	Communications to bench and legal advisors, targeting matrix for report writers	Targeting is not an issue.

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Poor compliance	Service user group to obtain feedback and inclusion of ex offenders in mentor group. Exit questionnaire/interview	The levels of compliance remain high.
The order is not considered viable by sentencers	Unlikely given experience of similar projects but in addition to regular communications to sentencers, seek to appoint a local magistrate project champion, and sell the project in Probation meetings with West Yorkshire Crown Courts.	Both the Magistrates and Crown Courts continue to sentence offenders to the ICO. Of the 38 made 60.5% (23) are made by the Crown Courts and 39.5% (15) made by the Magistrates Courts.
Difficulty in timely recruitment and training for mentor pool	Promote interest amongst existing volunteers and create pathway for ex- offenders. Core training programme to be developed	Action was taken to appoint a temporary mentor coordinator to plan ahead and recruit a forth round of mentors.
Problems with volunteer retention/availability adds to costs/value for money of project	Recruitment and selection criteria, Mentor support group, regular feedback from mentors about experience of the project, evaluation of training programme, exit survey	Action was taken to appoint a temporary mentor coordinator to offer 1:1 support to retain the mentors and coordinator mentor activities. As a result a number of value added services have been available such as a drop in Monday's to Thursday's, assistance for offenders when attending other agencies and befriending.
Project loses credibility due to adverse response from a user and negative publicity	Risk limited by intensive nature of contact and clear contract regarding order enforcement	None.
Project loses credibility because of violent incident or breach of boundary with or by volunteer	Service user screening and risk assessment by experienced probation staff. Health & Safety procedures and training for volunteers, evaluation of training delivered.	The incident in December 2012 is in the process of being addressed.

Inability to evidence successful outcomes	Benchmark data and monitoring and evaluation requirements established from the outset with input from research team with experience in this area.	To be completed at evaluation stage.
Insufficient numbers receive the order – or take –up post release follow up – for the project to demonstrate value for money	Probation caseload profile and current IOM numbers suggest sufficient pool of appropriate offenders to seek 40 statutory orders, and similar numbers post custodial release. Internal communication with offender managers, and external communication with courts and prisons. Pro-active work by local Probation managers in vetting allocations for scheme suitability	<p>The offender manager and the Police Constable conducted a visit to HMP Leeds to offer support to those sentenced to less than 12 months custody.</p> <p>However, due to the mentor coordinator being on sick leave the targeting of offenders sentenced to less than 12 months was put on hold. The mentors were to provide cover for a phone.</p> <p>Since then the Ministry of Justice has announced its plans to include this group of offenders in statutory work in 2014 or 2015.</p>

##### 5. Equality Impact Assessment Action Plan

Barrier	Action	Timescale	Quarterly Update
Disproportionately high representation of BME offenders in custody, of female offenders receiving	Monitoring of ethnicity of all probation court reports and undertaking a bi-annual check on BME statistics, as per report of 29/3/11.		There are no BME cases.

<p>prison sentences for less serious offences than equivalent males, and young, adult, prolific offenders being more vulnerable to short custodial sentences than the overall offender population.</p>	<p>Monitoring of all court reports completed on women.</p>		<p>7 of the 38 ICO's made have been for women</p>
	<p>Regarding rurality, monitoring the geographic/postcode spread of IAC cases and seeking to ensure local services are accessed, including use of Todmorden Community College. VAC has strong links with community groups across the length and breadth of Calderdale.</p>		<p>Arrangements remain in place for offenders who reside in Todmorden to be supervised.</p>
	<p>The diversity profile of the Volunteer Mentors will be monitored, including the provision for ex offenders to be recruited and included</p>		<p>This will be provided in the final evaluation which is due to commence in May 13.</p>
	<p>Service user involvement through dedicated OM and use of OASys ISP and Reviews to monitor impact of the initiative. Additionally, there will be an exit questionnaire undertaken with each completer. Gender, ethnicity and location will be captured in this questionnaire.</p>		<p>Service Users are involved in the planning for their ISP and reviews.</p> <p>3 service user exit questionnaires are completed and the temporary mentor coordinator has been tasked to arrange for further exit questionnaires to be completed.</p>

Quarterly Expenditure

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Item	Expenditure
Probation Service Officer post costs	57818
Volunteer Mentor post cost	55150
Mentor expenses	10292
Office costs	3958
Mentor/ partner agency training	4706
Police Constable	66000
Research & Evaluation	4000
Start out Funding	936

Any changes to the financial spend during this reporting period or to the forecast spend should be noted here:

No payments were made to the other parties in April re 2013/14, so figures are as at 31/3/13. WYPT includes April salary for the PSO so is as at 30/04/13

Completed quarterly monitoring reports should be submitted to the Lead Officer.

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