



Issue / Area being monitored	Area / Theme being monitored
Training and deployment of staff to manage Breach action within the CRC.	Breach
Relevant roles and responsibilities are set out within job objectives.	Breach
Communication of the definitions of the breach process.	Breach
Definition and understanding between CRCs and NPS of responsibilities for the identification of breach.	Breach
Reporting and recording of identified occurrences of breach from CRC to NPS.	Breach
Responsibilities for the recording of identified occurrences of breach from CRC and NPS.	Breach
Standards for the recording of identified occurrence of breach including timescales, location, and format.	Breach
Communication and operation of process and timescales for progressing breach action through the courts.	Breach
Management information for the monitoring of breach action and for the identification of cases outside the prescribed timescales.	Breach
SLA or equivalent with all significant partner agencies, CRC to NPS. (Breach)	Breach
Protocols establishing key points of contact, expected response timescales, and escalation routes.(Breach)	Breach
Internal procedures for identifying responsibility for contact with partner agencies, and specification and maintenance of records of information transfers and contacts. (Breach)	Breach
Process by which CRCs collect information and forward to the relevant office once notified of allocation.	Case Allocation
Offender allocation to a nominated practitioner.	Case Allocation
Offender details are maintained and updated on nDelius	Case Allocation
Offenders allocated to CRC are managed proportionately	Case Management
Re-assessment of risk level by the NPS where CRC intelligence signals	Case Management
The communication flow between the NPS and the CRC to support escalation and subsequent decision-making by respective organisations.	Case Management
Management oversight of case management routines e.g. supervision.	Case Management
Cases allocated to CRC and NPS	Caseload Data
Cases checked and matching the allocation criteria	Caseload Data
Cases not checked	Caseload Data
Agreement between NPS and the CRC on the ways in which they will communicate with each other	Communication
Plans for inactive, historic records (HR;offender; and corporate records) – both paper and electronic – to be archived with NOMS/NPS in line with the relevant Probation Instruction	Data and Archiving
Estates plans looking ahead to the end of 2015	Estates
Estate arrangements for NPS staff	Estates
Clarity and understanding by bidders of costs per property	Estates
Existence and familiarity with charging mechanisms for occupation of buildings	Estates
Risks to operational delivery of any outstanding estates and facilities issues	Estates
Estates - compliance with local sharing arrangements.	Estates
The delivery of Health, Safety and Fire arrangements in shared properties. Provision for independent arrangements in CRCs and NPS for other properties	Estates
Arrangements for the occupation of properties for a period after service transition and the charging mechanism for occupation.	Estates
Operation of local Sharing Agreements.	Estates

Processes for paying unpaid invoices.	Finance
Access by CRCs and NPS to required cash flows	Finance
Archiving of historical pension data.	Finance
Costs of services purchased by the NPS from the CRC	Finance
Budgets to manage required offender cohort	Finance
Definition and communication of finance KPIs	Finance
Formal arrangements to support cross-charging for services and for petty cash, and the systems and processes to support, in both the NPS and CRCs.	Finance
The NPS has free-standing arrangements in place to advise on and prosecute breach proceedings	Finance
Clarity, devolution and monitoring of budgetary control systems.	Finance
Arrangements or purchasing for the CRC and processes for allocating expenditure to the correct account.	Finance
Controls over each payroll, including authorisation of starters and reconciliation of payroll.	Finance
Staff are in key posts in the CRC – Finance Director, Finance Manager etc.	Finance
Definition of and awareness of staff roles and responsibilities with regard to financial control	Finance
Procedures to ensure that income is collected and banked appropriately	Finance
Accounting systems for the former trusts.	Finance
Information for each of the former Trusts incl systems to consolidate	Finance
Clarity of financial Regulations and Standing Orders	Finance
Timeliness and accuracy of transactions recorded to the relevant nominal code.	Finance
Clarity, devolution and monitoring of budgetary control systems	Finance
Consistency of purchases with standing orders, financial regulations and value for money principles.	Finance
Registration of invoices on the finance system, and making of payments .	Finance
Authorisation and monitoring of local expenditure and reconciliation at month end	Finance
Payroll controls over access, starters, in service staff and leavers, segregation and payment runs.	Finance
Procedures for the receipt, monitoring and reconciliation of income collected.	Finance
Bank Reconciliation process	Finance
Performance reports from CRCs and NPS.	Governance
De-commissioning of schedule 28 for service transition	Governance
Forum & governance for contract management meetings	Governance
Business risk management & mitigation	Governance
Local Business Continuity plans	Governance
Operation of delegated authorities.	Governance
Definition and understanding of governance arrangements by the CRC Board and SMT.	Governance
TOR for Board committees and management meetings.	Governance
Guidance and training from the CRC for Board Members	Governance
The Chief Executive, SMT and Board role in governance and risk management, including the promotion of risk management.	Governance
Scheduling of meetings of the Board, sub committees and SMT and maintenance of minutes	Governance
Documentation and agreement as to composition of the Board.	Governance
Regular attendance of Board members at Board meetings.	Governance
Annual Governance Statement.	Governance
Interaction with NPS over governance arrangements.	Governance
Management structure, reporting lines and escalation procedure.	Governance

Approval and delivery of requirements for TS2	ICT
Setting of access rights	ICT
NPS user account migration	ICT
Compliance with the Data Protection Act	ICT
Privacy Impact Assessments (PIA)	ICT
Compliance with NOMS/MOJ/HMG IT security policies	ICT
Plans for Security Accreditation for CRCs within 2 years from Service Transition	ICT
Accessibility of National applications to staff and impact on operational activity.	ICT
Extent of ongoing reliance on workarounds	ICT
Application Management System	ICT
Training of CRC & NPS staff in national applications	ICT
NPS hosting relevant applications and storing defined data	ICT
The extent of the separation of the NPS and CRC ICT provision including ICT support	ICT
ICT to support the NPS and CRC operation of new processes, incl relevant staff access to systems.	ICT
Management framework to report and monitor performance.	Information and Communication
Strategic and management information to aid decision making.	Information and Communication
Procedures for communication/liaison with third parties.	Information and Communication
Liaison with the NPS where appropriate.	Information and Communication
Providers' interaction with key stakeholders (both statutory and non statutory)	Interfaces
Ability of CRCs to work with all mandated organisations	Interfaces
Workability of the interface protocol between the NPS and the CRC	Interfaces
Delivery of NPS services without undue reliance on the CRCs	Legal and Commercial
Uploading of supplier details and POs raised on i-grasp	Legal and Commercial
Procurement process for creating new NPS contracts	Legal and Commercial
Delivery of statutory services to victims	Legal and Commercial
Obligations under the Equality Act 2010	Legal and Commercial
Effective allocation of cases	Operational Processes
Compliance with requirements in Probation Instructions	Operational Processes
Delivery of reports by the correct authority	Operational Processes
Existence and operation of of new processes including in-Court process	Operational Processes
New operational processes are embedded and functioning as expected (including reviewing timeliness and quality of case allocation and risk escalation processes)	Operational Processes
Prescribed contact with Offenders	Operational Processes
Statutory requirements in relation to managing orders and licences	Operational Processes
Buy-back solution for Junior Attendance Centre service transition	Operational Processes
Operation of the following processes in accordance with PIs and TOM: 1. Breach 2. Case Allocation 3. Risk 4. Recall	Operational Processes
Plans to manage workloads	People and Training
Prioritised plans to fill vacancies.	People and Training
Plans to reduce resource sharing between CRCs and NPS	People and Training
Training for NPS and CRC staff in corporate areas.	People and Training
The NPS and CRCs arrangements for providing post incident care, employee assistance and occupational health services	People and Training
Voluntary Redundancy process	People and Training
Existence of separate contracts for NPS and CRC for procurement purposes and the existence and understanding of processes to support procurement	Procurement and Contracts
Operation of the Quality Management system	Quality Assurance and Performance Management
Performance measurements	Quality Assurance and Performance Management

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The CRCs' organisational structures - definition and documentation..	Roles and Responsibilities
Staff assigned roles within the CRC.	Roles and Responsibilities
Staff agreement to and understanding of roles and responsibilities within the CRCs.	Roles and Responsibilities
CRCs' definition of working practices.	Roles and Responsibilities
Implementation of working practices based on issued instructions from NOMS and the MOJ contained within Probation Instructions, SBC's and the Target Operating Model	Roles and Responsibilities
Definition of roles and responsibilities for the Board and SMT and documentation for governance and risk management.	Roles and Responsibilities
Managers awareness of their role and responsibilities for governance and risk management, especially where more than one Trust has been merged.	Roles and Responsibilities
Roles and responsibilities for monitoring, reviewing and reporting on the risks.	Roles and Responsibilities
Training for managers to enable them to satisfactorily undertake their roles and responsibilities.	Roles and Responsibilities
Corporate Business Plan or equivalent	Strategic Direction
Business planning and risk management and involvement of senior managers.	Strategic Direction
Dissemination of business plan or equivalent to managers and staff in the CRC.	Strategic Direction
Corporate risks primarily derived from the Corporate Business Plan in line with key objectives.	Strategic Risk Management
Risk Management policy.	Strategic Risk Management
The mechanism in place to identify risks.	Strategic Risk Management
Process to evaluate risks to ensure they are in line with the CRC's key objectives.	Strategic Risk Management
Risk prioritisation at an appropriate level incorporating regular reviews.	Strategic Risk Management
Mechanisms to re-prioritise existing risks.	Strategic Risk Management
Scoring system documentation to ensure consistency of impact and likelihood.	Strategic Risk Management
Oversight of the risk management process by the Chief Executive and SM	Strategic Risk Management
Regular reporting to the Audit Committee and Board to review and challenge risks and how they are being controlled.	Strategic Risk Management
Recording and monitoring of actions relating to risk management.	Strategic Risk Management
Risk management embedded in day to day CRC business.	Strategic Risk Management

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Initial Contact Timeliness for those on COs and SSOs	End state Performance Measures - CRC
Initial Contact Timeliness for those Released from Custody	End state Performance Measures - CRC
Completing the Plan Timeliness for those on COs and SSOs	End state Performance Measures - CRC
Completing the Plan Timeliness for those Released from Custody	End state Performance Measures - CRC
Arrangement of UPW	End state Performance Measures - CRC
Priority of Arrangement of UPW	End state Performance Measures - CRC
Completion of the Sentence of the Court	End state Performance Measures - CRC
Completion of Cos and SSOs	End state Performance Measures - CRC
Completion of Licence and Post Sentence Supervision	End state Performance Measures - CRC
Contractor Delivery of UPW	End state Performance Measures - CRC
Contractor Delivery of Programme Requirement	End state Performance Measures - CRC
Contractor Delivery of RAR	End state Performance Measures - CRC
Completion of Resettlement Plans	End state Performance Measures - CRC
Timeliness of Pre-release Activity and Planning	End state Performance Measures - CRC
Contribution to Assessments for Discharge	End state Performance Measures - CRC
Quality of Breach Referral	End state Performance Measures - CRC
Recall Referral Quality	End state Performance Measures - CRC
Quality of Engagement (with Offenders)	End state Performance Measures - CRC
SFO Reviews – Completion of Action Plans	End state Performance Measures - CRC
Percentage of offenders Released from Custody who have Settled Accommodation	End state Performance Measures - CRC
Accredited Programme Completions meeting required Quality Assurance	End state Performance Measures - CRC
Breach Referral Timeliness	End state Performance Measures - CRC
Recall Referral Timeliness	End state Performance Measures - CRC
Risk Escalation Quality	End state Performance Measures - CRC
Number of offenders sentenced (monthly), number of starts (monthly) number of completions (monthly) by Requirement Type	End state Performance Measures - CRC
Timeliness of Starts (in days)	End state Performance Measures - CRC
Number and Rate of Breaches	End state Performance Measures - CRC
Number and Rate of Recalls	End state Performance Measures - CRC
Transfers	End state Performance Measures - CRC
Timeliness of Face to Face Contact	End state Performance Measures - CRC
Timeliness of Risk Assessment Completion	End state Performance Measures - CRC
Number of Risk Review (by Reason for Trigger) and Actions	End state Performance Measures - CRC
Number, Rate and Timeliness of Referrals to NPS	End state Performance Measures - CRC
Number of SFOs	End state Performance Measures - CRC
Number of Emergency Recall Occurrences where relevant Information was Not Provided	End state Performance Measures - CRC
Number and Timeliness of Standard Recall Occurrences	End state Performance Measures - CRC
Number of Resettlement Plans Provided in more than 1 day	End state Performance Measures - CRC
Numbers on Caseload	End state Performance Measures - CRC
Number of Designated Retained Persons to whom Contractor is Providing Services	End state Performance Measures - CRC
Number of Resettlement Persons to whom Contractor is Providing Services	End state Performance Measures - CRC
Number and Percentage in Settled Accommodation on completion of Order or Licence	End state Performance Measures - CRC
Number and Percentage in Employment on completion of Order or Licence	End state Performance Measures - CRC
Number and Percentage in Education and Training on completion of Order or Licence	End state Performance Measures - CRC
Offender Demographics	End state Performance Measures - CRC
Binary Reoffending Rate	End state Performance Measures - CRC
Frequency of Reoffending	End state Performance Measures - CRC

Pre-Sentence Report Timeliness	End state Performance Measures - NPS (note - still in consultation)
Allocation Timeliness	End state Performance Measures - NPS (note - still in consultation)
Timeliness of Initial Contact for those on COs and SSOs	End state Performance Measures - NPS (note - still in consultation)
Timeliness of Initial Contact for those on Released from Custody	End state Performance Measures - NPS (note - still in consultation)
Completing the Plan Timeliness for those on COs and SSOs	End state Performance Measures - NPS (note - still in consultation)
Completing the Plan Timeliness for those Released from Custody	End state Performance Measures - NPS (note - still in consultation)
Arrangement of UPW	End state Performance Measures - NPS (note - still in consultation)
Completion of UPW	End state Performance Measures - NPS (note - still in consultation)
Completion of General Accredited Programmes	End state Performance Measures - NPS (note - still in consultation)
Completions of Sex Offender Treatment Programmes	End state Performance Measures - NPS (note - still in consultation)
Timeliness of Response to Risk Escalation	End state Performance Measures - NPS (note - still in consultation)
Recall Timeliness	End state Performance Measures - NPS (note - still in consultation)
Breach Timeliness	End state Performance Measures - NPS (note - still in consultation)
Timeliness of Response to Breach Referral	End state Performance Measures - NPS (note - still in consultation)
MAPPA Effectiveness	End state Performance Measures - NPS (note - still in consultation)
SFO Reviews – Completion of Action Plans	End state Performance Measures - NPS (note - still in consultation)
Completion of the Sentence of the Court	End state Performance Measures - NPS (note - still in consultation)
Completion of Cos and SSOs	End state Performance Measures - NPS (note - still in consultation)
Completion of Licence and Post Sentence Supervision	End state Performance Measures - NPS (note - still in consultation)
OASys Quality Assurance	End state Performance Measures - NPS (note - still in consultation)
IPP/EPP PAROM1 Timeliness	End state Performance Measures - NPS (note - still in consultation)
Quality of Offender Engagement	End state Performance Measures - NPS (note - still in consultation)
Timeliness of OASys Final Reviews	End state Performance Measures - NPS (note - still in consultation)
Accommodation on Release	End state Performance Measures - NPS (note - still in consultation)
Victim Contact Timeliness Monitoring (NPS Only)	End state Performance Measures - NPS (note - still in consultation)
Victim Feedback Monitoring (NPS Only)	End state Performance Measures - NPS (note - still in consultation)
Number and Timeliness of Oral/Fast Delivery/Standard Reports	End state Performance Measures - NPS (note - still in consultation)
Number of Offenders Allocated by CRC/NPS, Sentence Type, ROSH Level, RSR Score	End state Performance Measures - NPS (note - still in consultation)
Timeliness to Allocation	End state Performance Measures - NPS (note - still in consultation)
Timeliness for CRC to Accept Allocation	End state Performance Measures - NPS (note - still in consultation)
Number and Timeliness of Allocated Persons transferred by Number of Days since Original Allocation	End state Performance Measures - NPS (note - still in consultation)
Volume and Timeliness of Transfers (and Transferred from Where)	End state Performance Measures - NPS (note - still in consultation)
Number of 'Mis-allocations and Allocation Appeals	End state Performance Measures - NPS (note - still in consultation)
Number and Timeliness of First Appointments Arranged and Attended	End state Performance Measures - NPS (note - still in consultation)
Timeliness of the NPS Informing CRCs that Offenders have been Released from Court	End state Performance Measures - NPS (note - still in consultation)
Timeliness of Sharing all Court Papers with CRCs	End state Performance Measures - NPS (note - still in consultation)
Number of offenders sentenced (monthly), number of starts (monthly) number of completions (monthly) by Requirement Type	End state Performance Measures - NPS (note - still in consultation)
Percentage Who Start Requirement/Condition by Number of Business Days Since Allocation	End state Performance Measures - NPS (note - still in consultation)
Number of Interventions Purchased from CRC by Type, CRC and Offender Type	End state Performance Measures - NPS (note - still in consultation)
Number of Risk Escalation Requests Received and Accepted	End state Performance Measures - NPS (note - still in consultation)
Number who have a Risk of Serious Harm Assessment According to the Number of Days and by Risk Level and Sentence Type	End state Performance Measures - NPS (note - still in consultation)
Number who have a Risk Review According to the Number of Days and by Risk Level and Sentence Type	End state Performance Measures - NPS (note - still in consultation)
Number who have a Risk Review According to Significant Events that have Triggered Review	End state Performance Measures - NPS (note - still in consultation)
Number of Risk Review Decision Appeals	End state Performance Measures - NPS (note - still in consultation)
Quality of Risk Review Forms and Information	End state Performance Measures - NPS (note - still in consultation)
Timeliness of Transfer and Review of Case Records Following Transfer to NPS	End state Performance Measures - NPS (note - still in consultation)
Number of Cases with Ongoing CRC Involvement Following Transfer of Case to NPS	End state Performance Measures - NPS (note - still in consultation)
Number of Licence Recall Referrals Received and Accepted	End state Performance Measures - NPS (note - still in consultation)
Rate of Licence Recalls	End state Performance Measures - NPS (note - still in consultation)

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Number Recalled who Start their Licence Requirement in that Month	End state Performance Measures - NPS (note - still in consultation)
Number of Emergency Recall Occurrences where Relevant Information was not Provided within 24hrs	End state Performance Measures - NPS (note - still in consultation)
Number and Timeliness of Occurrences in which Risk Management Plan was Sent to the Parole Board	End state Performance Measures - NPS (note - still in consultation)
Timeliness of Sharing Recall Requests Outcomes with CRCs	End state Performance Measures - NPS (note - still in consultation)
Timeliness of Part B Reviews	End state Performance Measures - NPS (note - still in consultation)
Number of Breach Referrals Received and Accepted	End state Performance Measures - NPS (note - still in consultation)
Rate of Breaches	End state Performance Measures - NPS (note - still in consultation)
Number of Breaches Withdrawn by CRC	End state Performance Measures - NPS (note - still in consultation)
Timeliness of Sharing Court Dates and Breach Outcomes with CRCs	End state Performance Measures - NPS (note - still in consultation)
Number of Revocations and Point at which Revoked	End state Performance Measures - NPS (note - still in consultation)
Volume of Contested Breaches	End state Performance Measures - NPS (note - still in consultation)
MAPPAs Categories by Level	End state Performance Measures - NPS (note - still in consultation)
Volume, Outcomes and Attendance at Oral Hearings	End state Performance Measures - NPS (note - still in consultation)
Volume of AP Referrals Received and Accepted	End state Performance Measures - NPS (note - still in consultation)
Number of Completed Resident Plans	End state Performance Measures - NPS (note - still in consultation)
Percentage in accommodation/ETE at Termination of Order or Licence	End state Performance Measures - NPS (note - still in consultation)
Number of Statutory and Non-Statutory	End state Performance Measures - NPS (note - still in consultation)
Offender Demographics	End state Performance Measures - NPS (note - still in consultation)
Number of Complaints Received and Resolved	End state Performance Measures - NPS (note - still in consultation)
CRC workforce data	People Data Monitored - CRC
Required Staff in Post	People Data Monitored - CRC
Actual Staff in Post	People Data Monitored - CRC
Joiners	People Data Monitored - CRC
Leavers by reason	People Data Monitored - CRC
Vacancies	People Data Monitored - CRC
Working Days Lost	People Data Monitored - CRC
Long term absence by reason	People Data Monitored - CRC
Casual staff	People Data Monitored - CRC
Training – Band 4 Newly PQF Qualified and PQF Learners	People Data Monitored - CRC
Ethnicity	People Data Monitored - CRC
Gender	People Data Monitored - CRC
Staff in Post (Phoenix extract (pay related fields only) – includes grade and location)	People Data Monitored - NPS
Joiners (Phoenix extract)	People Data Monitored - NPS
Leavers (Phoenix extract)	People Data Monitored - NPS
Sickness absence full data (Phoenix extract)	People Data Monitored - NPS

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Licence Recall Requests	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Enforcement	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Orders and Licences completion	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
OASys Quality	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
IPP/EPP PAROM1	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Offender Feedback	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Tier 2, 3, 4 and PPO OASys Final Reviews	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
MAPPA Effectiveness (NPS Only)	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Employment at Termination	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Accommodation at Termination	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Sustained Employment	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Accredited Offender Behaviour Programme Completions CRC Only)	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Domestic Violence Programme Completions (CRC Only)	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Sex Offender Treatment Programmes (NPS Only)	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Community Payback Completions (CRC Only)	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Victim Contact Timeliness Monitoring (NPS Only)	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Victim Feedback Monitoring (NPS Only)	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Recalls and SFO Volumes (from OMPPG)	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)
Number of offenders sentenced (monthly), number of starts (monthly) number of completions (monthly)to: Unpaid Work Requirements Supervision Requirements Activity Requirements Curfew Requirements Drug Rehabilitation Requirements Alcohol Treatment Requirements Mental Health Treatment Requirements Programme Requirements Attendance Centre Requirements Exclusion Requirements Prohibited Activity Requirements	13/14 Performance Measures retained to monitor through to Service Transition in 14/15 (as listed in Interim Schedule 9)