

THE NATIONAL
REDUCING RE-OFFENDING DELIVERY
PLAN - QUARTERLY PROGRESS REPORT

Nov 2005-Mar 2006

We launched the National Reducing Re-offending Delivery Plan (The Delivery Plan) in November 2005 which set out the Government's plans to reduce re-offending. Since the publication of the Plan, we have also published a Five Year Strategy for Protecting the Public and Reducing Re-offending. It sets out how we will protect the public from violent and dangerous people and combine punishment with rehabilitation.

It introduces a range of proposals to reduce re-offending including:

- Introducing offender managers
- Going Straight Contracts with clear incentives and sanctions
- A continued focus tackling drug abuse, improving education and family links.

The Delivery Plan provides an overview of how the Government is tackling factors which lead to re-offending in partnership with our stakeholders and to identify the key commitments which are to be delivered at national level over an 18 month period as well as reporting on previous commitments made. This document, The Quarterly Progress Report, sets out progress against delivery of our commitments and our achievements contained within The Delivery Plan. The relevant commitments from the NOMS 5 Year Strategy have been incorporated. The Five Year Strategy highlights the crucial importance of public protection. We are therefore currently reviewing work undertaken in this area and therefore no progress measures will be included in the Quarterly progress report.

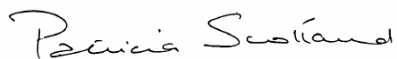
I am pleased to say we have already published the Offender Learning and Skill Green Paper which builds on the substantial reforms already in place putting the focus on offenders gaining employment. Specific actions include:

- employers helping to drive the design and delivery of programmes
- new commitments to test new options for intensive work focused support
- The introduction of a 'campus' model to deliver learning and skills

- Improving offender education below working age with a further consultation during 2006
- the introduction of a new 'employability contract'

In February 2006 we also established the Effective Interventions Board who will accredit programmes which contribute to the reduction of crime and re-offending. Considerable progress has been made on the future inclusion of ex-offenders in the JobCentre Plus targets structure where points are awarded in recognition of the difficulties placing individuals from disadvantaged groups into work. From this April offenders will attract a higher point score.

I look forward to seeing further progress over the next year.



BARONESS SCOTLAND QC

Minister of State for Criminal Justice and Offender Engagement.

Working in Partnership

Action	To Form Alliances
Milestones	<p>To Review national and regional progress by Summer 2006</p> <p>To report to Ministers by Autumn 2006</p>
Progress	<p>A twelve month Action Plan is being developed for each of the three alliances. A demonstration project is being taken forward in the East Midlands to support them all. It will have a particular focus on the Civic Society Alliance as a route for embedding the reducing re-offending agenda within Local Area Agreements. The Yorkshire and Humberside Region is working with Business in the Community to pilot work with employers on the Corporate Alliance at regional and local levels. Baroness Scotland hosted a breakfast meeting in March with KPMG to invite business leaders to 'champion' this alliance. The appointment of a Community Chaplaincy Development Officer is being pursued as part of the faith, voluntary and community sector alliance. A national 'Faith Matters' conference is also being planned for November to support this work</p>
Achieved?	On track

Action	To develop Regional Plans
Milestone	To Hold Regional Conferences by Summer 2006
Progress	<p>The following regional events are planned for delivery of the Five Year Strategy and regional plans and the three alliances:</p> <ul style="list-style-type: none"> • North West – 5 April • East Midlands – 24 April • South West – 26 April <p>The West Midlands, East of England and Wales are also aiming to hold further events in May.</p>
Achieved?	On track

Action	To update Delivery Plan
Milestone	To publish updated Delivery Plan by Spring 2007
Progress	Work is currently focused on implementing the existing delivery plan and the Five Year NOMS Strategy. Work on new delivery plan is to commence in Autumn 2006.
Achieved?	On track

Offender Management

Action	To Implement 'Going Straight' Contracts
Milestone	Five Year Strategy Commitment
Progress	Work is currently being scoped for this project.
Achieved?	On track

Action	To Implement Custody Plus
Milestone	To have Custody Plus Implemented by 2006/07
Progress	<p>Following consultation with all major stakeholders, draft National Guidance for sentences shorter than 12 months has been produced and approved by the Custody Plus Project Board.</p> <p>Training events for the Probation Service are scheduled for May. Regional Implementation groups are being created to oversee the implementation of the Custody Plus & Offender Management training. Prison Service Area Manager offices are being briefed about Custody Plus by the Custody Plus project team's prison service lead.</p>
Achieved?	On track.

Action	To Implement Offender Management
Milestones	<p>To have Custody Offender Management model implemented for custodial sentences and licences by April 2006</p> <p>To begin the implementation for custodial phase of sentences by October 2006</p>
Progress	<p>Forty one of the forty two probation areas are on course to complete implementation for community orders and licences by the end of March 06. The remaining area will complete early in the next financial year.</p> <p>The guidance pack on prison offender management units has been completed following the desktop exercise at HMP Wandsworth on 7 February. Arrangements are being made with provider organisations for the issue of the guidance pack.</p>
Achieved?	On track

Action	To develop timely reconviction measures
Milestone	To pilot shadow measure by April 2006
Progress	A working model was developed by end of January. Essentially probation caseload data for a given month is matched with PNC data for the following few months. An Area based report is produced showing the data broken down in a number of ways such as outcome and offence category. It also lists individual offenders for validation. We are testing the data in 7 areas and we are on track to pilot in April 2006.
Achieved?	On track

Action	To implement C-NOMIS
Milestone	To start roll-out by August 2006
Progress	Programme is now well resourced. Recruitment for the joint Prisons and Probation Service Training delivery team is underway. The Full Business Case has been approved by the Group Investment Board (GIB). Work on the re-development of Offender Assessment System (OASys) has commenced. Work on application development and testing is progressing satisfactorily and the project remains on course to deliver on time.
Achieved?	On track

Action	To co-ordinate approach to performance management and monitoring
Milestone	Develop multi-agency performance management structure by April 2007
Progress	Framework for comprehensive NOMS management structure under development, going to project board for signing off. Work has commenced on populating measures within broader NOMS performance management framework. We are engaging stakeholders from other government departments for future indicators and targets.
Achieved?	On track

Accommodation Pathway

Action	To pilot Accommodation Gateway in the South West
Milestones	<p>To have Gateways established across the region by April 2006</p> <p>To build capacity and engage with key offender groups by April 2006</p>
Progress	Work has begun on the initial development of an Accommodation Gateway in Bournemouth/Poole, with a full project plan and proposal for further roll out to be developed by the end of March. Progress generally is behind schedule due to significant delays in finalising funding for this project.
Achieved?	Slippage

Action	To join up services in other regions through GOs and ROMs by aligning Homelessness, Supporting People and Regional Reducing Re-offending Strategies, and to develop local protocols and information sharing systems
Milestones	<ol style="list-style-type: none"> 1. Produce toolkit for ROMs providing advice regarding developing local linkages – April 2006 2. ROMs to produce action plans - by end September 2006. 3. Review Regional Reducing Re-offending strategies to ensure alignment with other housing strategies – March 2007.
Progress	Work to develop a toolkit is in hand.
Achieved?	On track

Action	To continue to develop effectiveness of prisons' housing advice services including using voluntary sector and other providers
Milestone	<ol style="list-style-type: none"> 1. To increase the number of Category C prisons to have access to housing advice - April 2007 2. All prisoners discharged from custody on licence have access to housing advice prior to discharge – December 2006 (Dependent on implementation date for Custody plus) 3. Review of quality of housing advice in prisons undertaken – September 2006
Progress	Housing advice is available in all Category C prisons.
Achieved?	Milestone 1 delivered; Milestone 2 and 3 – on track

Action	To continue to collate and analyse performance data
Milestone	<ol style="list-style-type: none"> 1. To take forward actions identified following analysis of responses to Criminal Justice questionnaire - April 2006 2. To establish baseline and performance data able to be reliably collected from OASys & Prison Service targets – April 2006.
Progress	<ol style="list-style-type: none"> 1. Criminal Justice questionnaire drafted circulated and 900 plus responses received. Initial report to Accommodation Sub board in January 2006. 2. Series of meetings Community Integration Unit, Research Development and Statistics, ODEAT with view to establish data. <p>Data collected from the Persistent Prolific Offenders Performance Management and OASys will be used to help focus the work on Persistent Prolific Offenders in a specific area.</p>
Achieved?	On track

Action	To develop common housing needs assessment tool for national roll out
Milestone	<ol style="list-style-type: none"> 1. To consult with NPS / HMPS – June 2006. 2. Office of Deputy Prime Minister / NOMS workshop with LGA, Housing Corporations, National Probation Directorate and Prison Services to promote future direction – July 2006.
Progress	Initial work undertaken drawing on good practice from other systems in place.
Achieved?	On track

Action	To issue good practice guidance to CJ services and Local Authorities in addressing needs of offenders on release or in the community
Milestone	To issue guidance by Summer 2006
Progress	We will produce non-statutory good practice guidance, building on guidance published in June 2005 on Supporting People and ex-offenders
Achieved?	On Track

Action	To develop a framework for improving housing outcomes for Prolific Persistent Offenders (PPO)
Milestone	To develop action plan by April 2007
Progress	Initial Action plan developed and agreed. PPO Actions to be integrated into overall offender accommodation delivery work plan and deadlines set accordingly.
Achieved?	On track

Action	Work with partners at local and regional level to help prisoners keep their accommodation while in prison
Milestones	<ol style="list-style-type: none"> 1. Develop model - May 2006 2. ODPM / NOMS workshop with stakeholders to promote future direction – July 2006. 3. Identify costings and potential funding sources for demonstration area – September 2006.
Progress	The proportion of offenders leaving prison with accommodation to go to is currently 89%. Work is progressing in London and the North East to develop links between NOMS and Housing Providers.
Achieved?	On track

Action	Promote an approach which ensures housing providers receive and consider applications for accommodation from serving prisoners which follow the correct procedures
Milestones	<p>2005/06 target: 90% of all new receptions initially assessed for housing issues during induction</p> <ol style="list-style-type: none"> 1. Draft proposal to Accommodation Sub board – end March 2006 2. Consultation with ODPM and Partners – mid April 3. Included in ODPM / HO good practice guidance and promoted – Summer 2006.
Progress	The latest figures show that, for the year to date at the end of September, 91% of new receptions had been assessed for housing needs at induction.
Achieved?	On track

Action	To involve offenders in the renovation schemes which can help make more housing available for them and for the local community
Milestone	<ol style="list-style-type: none"> 1. Review and update model – April 2006. 2. Develop project plan for demonstration area – September 2006.
Progress	Initial model developed and consultation undertaken
Achieved?	On track

Education, Training and Employment Pathway

Action	To develop integrate a new Learning Skills Council (LSC) -led offender learning and skills service
Milestones	<p>To agree new Accountability Framework and Service Lever Agreements by March 2006</p> <p>To have a fully integrated learning and skills service by August 2006</p>
Progress	<p>A new Accountabilities Framework, with supporting Commissioning and Performance Agreement, conditioning the LSC and Regional Offending Manager relationship is out for field testing and will be finalised shortly.</p> <p>A draft Performance Agreement between the LSC and the Youth Justice Board has also been circulated, we expect the document to be finalised shortly.</p> <p>The LSC (working with key stakeholders through the six Regional Partnership Boards in the regions where the new service goes live this summer) is progressing well with appointing new providers to deliver learning and skills for offenders in custody. Post tender negotiations are underway with preferred providers in each procurement lot in each region. Guidance on the commissioning process for offenders in the community will be published shortly. We remain on track to have a fully integrated learning and skills service operational across the whole of England from 31 July 2006.</p>
Achieved?	On track

Action	To improve quality standards and outcomes of offender learning and skills in custody and the community
Milestone	To transfer funds for quality improvements to the Government's new Quality Improvement Agency by August 2006
Progress	<p>Arrangements are in hand for the Quality Improvement Agency to take responsibility for funding/supporting quality improvements in offender learning and skills from 1 April 2006. These new arrangements include the funding transfer envisaged in the 'milestone', although it seems likely at this stage that OLSU will continue to provide support to the QIA in the early months of its operation.</p>
Achieved?	On track

Health Pathway

Action	To develop better health services to offenders managed in the community by the probation service
Milestones	<p>To develop an understanding of service models and good practice in the community & issue initial guidance relating to good practice by April 2006</p> <p>To assess current levels of joint working in the community between NPS, Primary Care Trusts and other NHS partners by Summer 2006</p>
Progress	<p>Development Programme for Extending Offender Health Support launched 8 February 2006. Programme Board membership and terms of reference have now been agreed and the first meeting will be in April 2006. Regional events to support the Development Programme to be held May/June 2006.</p> <p>All workstreams required to deliver all aspects of the Programme have been established.</p>
Achieved?	On track

Action	To develop better health services to offenders managed in the community by the probation service
Milestones	<p>To scope study and gap analysis of existing provision, identifying best practice for model working frameworks. Identifying test sites for developing good practice by March 2006</p> <p>To develop the national standards for custodial care and police contact by March 2006</p>
Progress	<p>Scoping study completed by December 2005.</p> <p>Standards completed and launched at "Joining Forces" Conference on 8 February 2006</p>
Achieved?	Delivered

Action	To develop better health services to offenders managed in the community by the probation service
Milestones	<p>To consult paper on proposed legislative changes to improve access to appropriate health and social care to help reduce re-offending by April 2006</p> <p>To establish protocols to help minimise the use of police stations as a place of safety and establish common working standards for when they are used by Summer 2006</p>
Progress	<p>Report on best practice commissioned in the summer of 2005 was delivered in December 2005.</p> <p>Capital allocation of £130 million to facilitate the development of alternative (ie non police stations) places of safety announced February 2006</p>
Achieved?	On track

Action	To develop better health services to offenders managed in the community by the probation service
Milestones	<p>To establish framework for local working protocols based on national agreements with healthcare agencies and healthcare professionals on improved access to physical healthcare by August 2006</p> <p>To improve information sharing within & between agencies though the development of a protocol & issue guidance by Summer 2006</p>
Progress	<p>Workstream on "Partnership Development" as part of the Development Programme will be established April 2006 and will deliver the first of these milestones</p> <p>Workstream on information sharing as part of the Development Programme has been established under the leadership of NACRO and will deliver the second of these milestones</p>
Achieved?	On track

Action	To develop and raise the standards of health and care for people in contact with the police project
Milestones	To implement national rollout and support programme for implementing change by April 2007
Progress	A workstream to deliver improvements has been established as part of the Development Programme
Achieved?	On track

Action	To develop better health support for the courts
Milestones	To identify sites for potential best practice pilots by Summer 2006 To develop and test best practice toolkit by Spring 2006
Progress	A scoping study to identify best practice was delivered in December 2005 and is being considered as part of the work of the appropriate workstream within the Development Programme A tool kit is being developed within the relevant workstream ("Early Intervention")
Achieved?	On track

Action	To significantly improve the speed with which prisoners with acute mental illness are transferred to and from hospital under the Mental Health Act 1983 appropriate to their health and security needs
Milestone	A report describing the number of people awaiting transfer to hospital under the Mental Health Act 1983 and the barriers and solutions to timely transfer by March 2006.
Progress	The report was completed and ratified by Prison Mental Health Transfer Steering Group January 2006.
Achieved?	Delivered

Action	To develop health services in prisons managing investment for better substance misuse
Milestone	To increase the number of prisoners in effective treatment by March 2008
Progress	To achieve this action the Integrated Drug Treatment System Project has been developed. This project systems and procedures were approved by an inter-departmental board on the 20th February. Initial prisons have been identified and are being prepared for implementation. The funding is coming from the Home Office/NOMS and from Department of Health. In this year the significant funding is from DH. The level of finance is currently being clarified. Once this is known the project will continue its implementation plan based on the resources at its disposal.
Achieved?	On track

Action	To implement 300 new Dangerous and Severe Personality Disorder (DSPD) places
Milestone	To have 250 new places occupied by March 2006
Progress	Current (March 2006) occupancy 192. Admissions to Rampton DSPD Unit have been temporarily suspended admissions. Actions are in hand to address the issue. Revised target is now in place. 90% of occupancy by March 2007.
Achieved?	On track

Action	To pilot DSPD services in prison service, medium secure and community settings
Milestones	<p>To achieve 90% occupancy at low secure and community sites by March 2006</p> <p>To strategic Plan of Pathways of care through CJS and NHS by March 2006</p> <p>To achieve 60 permanent specialist forensic hostel places by Summer 2006</p>
Progress	<p>Occupancy has increased from 31% to 60%. The admission rate has been slower than planned. The target was revised to 90% occupancy by March 07. Actions are in hand to ensure that revised target is met including some additional capacity due to come on stream in 07/08.</p> <p>Paper on strategy considered and approved by the DSPD Programme Board. Work on taking forward the Programme Board's decisions on pathways has started</p>
Achieved?	On track

Action	Improve offenders access to mental health treatment
Milestones	NOMS Five Year Strategy
Progress	<p>A relevant section included in NOMS 5 year Strategy which was launched in February 2006.</p> <p>A workstream to address access issues ("Partnership Working") was established under the Development Programme in April 2006.</p>
Achieved?	On track

Drugs and Alcohol Pathway

Action	To implement Integrated Prison Drug Treatment Systems (IDTS)
Milestones	To commence first year roll-out by April 2006
Progress	<p>The Home Office and Department of Health Ministers approved the full roll-out of IDTS by March 2008. A work programme is underway to support development of IDTS in 11 pathfinder prisons. Prison Health has established a programme board and working groups have been developed to progress discrete workstreams.</p> <p>28-day psycho-social support (CARATs) guidance has been approved by the steering group. Work ongoing on workforce planning, training, evaluation, continuity of care and finance. Clinical services' guidance (Prison Health lead) is awaiting publication through the DH Gateway, subject to DH finalising its internal funding review.</p>
Achieved?	On track

Action	To continue to expand the drive the most effective case management of those Prolific Drug Users (PDU) who are identified as most prolific offenders, including development of the most effective working relationships between CJITs and PPO schemes
Milestones	To evaluate the DIP-funded CJIT/PPO partnerships, leading to production of good practice guide by 2006/07
Progress	Evaluation report, including good practice, will be made available to all areas shortly.
Achieved?	On track

Action	To increase the numbers of drug treatment professionals
Milestones	To deliver final report on Community engagement project by March 2006 To employ 100 additional workers in London CJITs by March 2006
Progress	This action replaces the original milestone “ to increase the DIP workforce to 300 by 2008” The final report is due June 2006 and is on target for delivery Additional workers have been recruited in line with requirements across London
Achieved?	On track

Action	To gain better access to housing for drug misusing offenders
Milestones	To produce first analysis on Comprehensive Rent Deposit Model by August 2006 To develop a strategy for working with the private rented sector by August 2007
Progress	13 DAT areas are developing approaches to deliver a comprehensive rent deposit model in line with their local DAT treatment Plan and Homelessness Strategy. Progress updates have been shared with the 13 DAT areas and key stakeholders; a copy is also available www.drugs.gov.uk website.
Achieved?	On track

Action	To improve performance in underperforming areas
Milestones	To improve data quality and continuity of care for drug-misusing offenders as they move between community and Custody - Ongoing
Progress	This milestone replaces original milestone “Reconfiguration of data systems to allow DAT at regional and national level to target underachieving areas”. Monthly information from the Drug Interventions Programme about referrals into and out of custody will be shared with the ROMS and used regionally/locally to improve the quality of drugs Interventions Record data (which is recorded when an offender enters and leaves custody and enters community) and to improve the continuity of care for individual.
Achieved?	On track

Action	To develop a short duration alcohol programme
Milestone	To issue invitations to areas to pilot an alcohol programmes by 2006
Progress	Invitations have already been submitted. The Lower Intensity Alcohol Misuse (LIAM) module has been developed and is due to be piloted shortly
Achieved?	On track

Action	Give offenders better access to alcohol interventions
Milestone	Five Year Strategy Commitment
Progress	<p>Work is underway to consider the best way to take this forward, taking account of the following developments:</p> <ul style="list-style-type: none"> • Alcohol related action in the 'Choosing Health' White Paper; • Publication this Spring of the Alcohol Delivery Strategy for the National Probation Service – “Working with Alcohol Misusing Offenders”, containing action for the National Probation Directorate and recommendations for probation areas to work with key partners at national, regional and local level to improve the quality, quantity and accessibility of alcohol provision for offenders in the community; • Progress which HMPS are making in taking forward their Alcohol Strategy; • Forthcoming publication of the NTA's Models of Care for Alcohol Misusers (MoCAM) and the Review of the Effectiveness of Treatment for Alcohol Problems; • Revised National Probation Service guidance to support the Alcohol Treatment Requirement, and
Achieved?	On track

Finance, Benefit and Debt Pathway

Action	To Pilot bank accounts for offenders
Milestone	To develop model for wider roll out by 2006/07
Progress	Piloting of bank accounts at HMP Cookham Wood and HMP Coldingley proceeding. HMPS and NOMS are considering the implications for managing accounts within prisons as part of developing the business case. Regional Offender Managers will be considering implications for roll-out within regions shortly.
Achieved?	On track

Action	Close the 'finance gap' that some prisoners face between being release and getting benefits
Milestone	Five Year Strategy Commitment
Progress	Officials from Department of Work & Pensions, Job Centre Plus and Home Office are working on a possible approach for reducing the finance gap between release from prison and the first benefit payment. Details of the possible approach will be sent to Ministers in April and, subject to a full impact analysis, we will aim to have any new arrangements in place in April 2007.
Achieved?	On track

Action	To develop framework for more widespread prisoner access to advice and financial services
Milestone	To develop advice for regions by Summer 2006 To review regional strategies to ensure alignment by March 2007
Progress	Regional Offender Managers will be scoping work to take this forward shortly.
Achieved?	On track

Children and Families Pathway

Action	To roll out West Midlands pathfinder across the region
Milestone	To complete Project Rollout by April 2006
Progress	A project manager has been appointed .Recruitment of project workers is underway Issues arising from the delayed start to project have been addressed.
Achieved?	Slippage

Action	To evaluate the life skills learning within the OLASS development regions
Milestone	To complete the evaluation by August 2006
Progress	Evaluation still undergoing
Achieved?	On track

Action	Five Year Strategy - Improve offenders social and family links
Milestone	Build on successful community chaplaincy projects
Progress	Appointment of a Community Chaplaincy Development Officer – this post has been advertised, with interviews held in mid-March.
Achieved?	On track

Attitudes, Thinking and Behaviour

Action	To review the existing portfolio of interventions and propose interventions or activities to be commissioned, to meet the identified gaps in provision
Milestone	To undertake and complete review by March 2006
Progress	The timescale for this milestone is under review. A proposed project plan for achieving it will be put to the Effective Interventions Board in July 2006
Achieved?	Milestone delivery date under negotiation

Action	To ensure Prison and Probation develop joint training and a core competence approach to training facilitators of offending behaviour programmes.
Milestone	To make generic training available for delivery by April 2006
Progress	The generic training skills pack has been prepared and is now going through a quality assurance process. The training course will be trialled in April, and then refined further in the light of that. Implementation plans are being developed.
Achieved?	On track

Action	Update and oversee implementation of a joint 'Effective Interventions Strategy'
Milestone	Establishment of NOMS Interventions Board
Progress	The Effective Interventions Board, which is chaired by the Director of Strategy and Assurance, held its inaugural meeting on 7 November 2005. The Board provides a strategic oversight mechanism for NOMS in relation to innovation, development and co-ordination of effective interventions within prison and probation. Its terms of reference will be kept under review as the programme of work progresses.
Achieved?	Delivered

Action	To develop a joint strategy for the development of programmes for women
Milestone	To put CARE programme to Correctional Services Accreditation Panel for Advice and accreditation (for advice) by November 2006 (for accreditation) by March 2007
Progress	CARE received advice from CSAP in March 2005. This advice was encouraging. Further advice is not being sought prior to a submission for accreditation by March 2007. Interim quality control checks using OBPU and mental health specialists was carried out by the Women and Young People's Group. The second pilot of CARE is due to start at HMP Cookham Wood in May 2006 and will be completed by August 2006. In addition the probation service has been developing a Strategy for work with Women Offenders. This was the subject of a consultation exercise in November 2005. It is expected that the strategy will be published in 2006. CARE will be submitted for accreditation by March 2007.
Achieved?	On track

Contact details:

If you have any comments on this report, please contact
PSA team
Strategy and Assurance Directorate
National Offender Management Service
Home Office
2 Marsham Street
London
SW1P 4DF

Email: Maria.Corlis@homeoffice.gsi.gov.uk or

Website: www.noms.homeoffice.gov.uk

Telephone: 020 7035 0327

Title	Information Reader Box
Description	National Reducing Re-offending Delivery Plan – Quarterly Progress Report
Audience	The document presents progress against the key deliverables outlined in the plan The primary audience for the document is the Regional Offender Managers, Prison Service Area Managers and Governors, Probation Chief Officers, Probation Chairs and Board members and other senior managers and interested staff across NOMS. The secondary audience is key partners, other stakeholders and members of the public.
Action required	No action. For information.
Timescales	Covers the period 1 st January 2006 to 31 st March 2006