



GLOUCESTERSHIRE

Gloucestershire Probation Board

ANNUAL REPORT

2006-07

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Introduction

Gloucestershire Probation Area has led a very productive year in fulfilling the aims of the National Probation Service;

- **Protecting the public**

We have achieved a total figure of over 95% on ensuring prompt and timely assessments to the risks posed by high risk and prolific offenders and sentence management plans. We are particularly proud of our joint initiative in 06/07 with Gloucestershire Constabulary and partners to identify and manage offenders who commit domestic abuse and to better protect their victims.

- **Reducing re-offending**

We supervise offenders who are sentenced to a community order with up to 12 requirements and/or who are released from prison. We have surpassed targets on our treatment programmes including those for violent and sexual crime, alcohol and drug misuse and acquisitive crime. We achieved nearly 150% over the target on commencement of basic skills awards and have enabled record numbers of offenders to start and retain their employment. Research has shown this is one of the best factors in reducing re-offending.

- **Proper punishment of offenders in the community**

Community Service is now called 'Community Payback' to better reflect its aims and purpose; we enabled 396 offenders to complete their requirement to do unpaid work in the community, 14 above the Area target. We enforce the sentence where offenders fail to comply with their order or prison licence and have achieved 97% against the national standard of practice.

- **Ensuring offender's awareness of the effect of crime on the victims of crime and the public**

Offenders are confronted with victim issues in one to one supervision and through group work. We have worked closely with Gloucestershire Constabulary to improve information for victims. We work in partnership with the Gloucestershire Domestic Violence Support and Advisory Partnership to ensure assistance to the victims of the perpetrators whom we supervise.

- **Rehabilitation of Offenders**

A key area of achievement in rehabilitation work is in relation to drug using offenders. GPA achieved over the target for offenders completing their drug rehabilitation requirement and continued to operate a very effective programme for Prolific and Priority offenders

Staff have worked highly effectively to the two key priorities of the year namely public protection and performance. Despite having to secure substantial efficiency savings and working to manage an unusually high level of sickness absence, staff remained motivated and quality driven. We are proud of our position in the top half of the national league table which reflects the hard work and high standards of GPA staff. We have established a strong and dynamic organisation which plans to maintain and further improve in 2007-08

Yvette Ball
Chief Officer

Sir William Wratten
Chair

Management Commentary Part 1: Operational and Performance Review

A. Enablers

Leadership

GPA has fully implemented phases 1 and 2 of the Offender Management Model ensuring continuity of supervision for offenders throughout their order or license.

We have worked closely with partners in the Criminal Justice System, notably the Police and courts to improve the management of high risk sexual and violent offenders and to ensure timely enforcement.

GPA has been pro-active in Community initiatives in relation to the local Criminal Justice Board's Inside Justice week, Community Payback and our Approved Premises Liaison Group to increase public confidence.

The Regional Offender Manager is developing a commissioning framework for Service providers. GPA has ensured full compliance with current service level agreements for the provision of offender services.

We work closely with partners from a range of agencies in Gloucestershire. Notable developments in 06-07 have been in enhanced work with the Police and the Gloucestershire Domestic Violence Support and Advisory Partnership to reduce domestic violence offending and with the Gloucestershire Drug and Alcohol Action Team to broaden treatment provision for drug users.

Internally, our recent staff survey gave excellent results on our commitment to diversity and equal opportunities. It indicated that staff consider workloads to be high and we are implementing process improvement and workload management systems to address this.

Policy and Strategy

The Performance Management Policy and Strategy has been fully embedded over the last year. The Performance Panel is well established and information is available on the intranet for all staff to track their team's progress.

We held a very successful Staff Conference entitled 'Mission Impossible?' in September 2006 and created a new vision and mission statement for the organisation:

- *To work with offenders to assess and manage risk and to provide positive and targeted interventions, working in partnership with other agencies to reduce crime*
- *To be market leaders in the provision of a high profile, innovative and diverse service, delivered with integrity and courage, to protect the public and make Gloucestershire safer*

We have introduced new policies on secondments, honorariums and offender transport. A comprehensive strategy to improve the provision of HR services has been approved by the Gloucestershire Probation Area Board and is being implemented.

Probation Areas are moving into a new delivery framework through becoming a Trust. With the GPA Board and South West Region, work has started to embed a culture of contestability and testing for value for money. We aim to engage in more partnership work to create the best set of services available to reduce reoffending and are seeking enhanced value for money, eg in transport services..

People Management including new Health & Safety Legislation

The recruitment of an ACO – Performance has resulted in a robust focus on performance in GPA with a special focus on empowerment and accountability within the organisation.

Following the recommendation of the Home Office to deploy staff to meet local demands, GPA has achieved Trade Union collaboration to work towards PSO's achieving NVQ level 3, and broadening their skills and responsibilities.

A Stress Audit undertaken by GPA staff has led to the formation of a Stress Focus Group to assess the outcomes of this and future audits and to ensure that best practice is rolled out through out the organisation.

A Staff Survey has reported that the “strength of positive responses” were focused around good working knowledge of Equality Policies and a commitment to Diversity, re-enforcing that staff have a clear understanding of expected standards of behaviour and performance. This survey shows that the work undertaken by the Directing Diversity Group is having a positive effect on the organisation.

Partnerships and Resources

GPA staff are actively involved in membership and leadership of several key county and regional partnerships:-

Gloucestershire

- Multi Agency Public Protection Arrangements Strategic Management Board
- Hate Crime and Incident Strategic Partnership
- Adult Treatment Joint Commissioning Group for Drugs and Alcohol
- Crime and Disorder Reduction Partnerships
- Supporting People Board
- Offender Accommodation Forum
- Offender Substance Misuse group
- Criminal Justice Board and sub groups
- Offender Learning Journey group.
- Prolific and Priority Offender Strategic Management Board
- Gloucestershire Safer and Stronger Communities Partnership

Regional and National

- South West Region Human Resources Group
- South West Employment Training and Education managers group.
- South West Reducing Reoffending Partnership
- South West Probation Regional Alliances Strategic Management Board.

The development of end to end offender management is progressing well with close working relationships with HMP Gloucester.

An independent audit of Ryecroft Accredited Premises highlighted excellent partnership arrangements. The partnership work was noted in a key note speech by the Director of the Probation Service at the National Probation Conference.

Community Payback (previously known as Community Service) continues to work in partnership with local communities, Crime and Disorder Reduction partnerships, and Civic Renewal Agendas. In 2006 the Community Payback team was awarded the Silver award in the Public and Community Section of Newent in Bloom.

GPA has been involved in regional research into offender accommodation, and identification of suitable accommodation to reduce re-offending. At county level work has progressed on a partnership approach to develop strategies relating to offender accommodation and High Risk/ MAPPA offenders.

In response to ensuring offenders whose offending is related to drugs and alcohol is reduced GPA continue to work closely with statutory and voluntary agencies to jointly improve services.

In June 2006 GPA, with the voluntary organisation CLINKS, successfully hosted a regional event to encourage greater partnership work between Probation and the Voluntary Community and Private Sector.

Resources

GPA works in partnership and commissions a range of Voluntary, Community and Private sector providers and to provide a range of offender focussed services, including victim based work, Education Employment and training, drug and alcohol work.

GPA is introducing a Best Value approach to partnership work which is being driven forward through the recent establishment of a GPA Business Development Group

Through successful external funding bids at national and regional level, a range of additional services were commissioned relating to Education Training and Employment, Accommodation and Alcohol. These are being delivered through the Voluntary Community and Private sectors, the majority of monies successfully bid for, were commissioned, to be delivered by them.

GPA contributes financially and through leadership to regional initiatives to add value to service delivery e.g. South West Reducing Re-Offending Partnership, South West Regional Probation Training Consortium and the South West Probation Regional Alliances work.

Efficiency savings were made through changes in recruitment practice and staffing profiles.

Processes

The year has focused on improving processes throughout operations. There has been an appointment of a Process Improvement Manager who has concentrated efforts in relation to performance targets, public protection and enforcement.

The process management group now routinely develops and audits processes to enhance practice, reduce workload and provide efficiency savings. Process improvement has been carried out in relation to the breach process in line with the joint Gloucestershire Criminal Justice Board targets and case allocation in line with National requirements and regional Reducing Re-offending Action Plans.

Routine and regular audits have prompted further process development work for the benefit of efficiency savings, performance and staff time management. Training has taken place with all management staff with regard to process improvement and to enhance the 'lean management' culture.

Regional work is being further developed with the programmes and community payback units to demonstrate best value in these particular areas of work.

Accessible and timely data is routinely available to all operational staff on a team by team basis and a clear structure of performance management is applied.

B. Results

Customer Results

Reference:	Description of Target/ Measure:	GPA Annual Figure
PT 2	Victim contact: victim or victim's family to be contacted within National Standard of 8 weeks from sentence in 85% of cases involving serious sexual or other violent offence where offender is sentenced to 12 months or more.	66%
PT 9	Achieve area target for basic skills starts and awards contributing to national targets of 48,000 starts and 10,000 awards.	573 Starts
	Number of offenders who have obtained a basic skills awards	122
PM 6	Achieve area contribution to national target for 15,000 unemployed offenders to find and keep employment or vocational training for 4 weeks or more during the course of their supervision.	108
	Percentage of offenders in suitable accommodation at end of order/licence compared to start	59%

People Results

Reference:	Description of Target/ Measure:	
	(Minority Ethnic representation in the area workforce (contribution to regional target)	5.1%
	Retention / Resignation (Percentage represents staff turn over)	12%
	Career progression by grade and ethnic group (contribution to national target)	5.11%
PT 14	Reduce sickness absence to an average of 9 days per staff year	14.1

Key Performance Results

Reference:	Description of Target/ Measure:	
PT 1	Risk assessments, risk management plans and OASys sentence plans are completed on high risk offenders completed within 5 working days of the commencement of the order or release into the community	93%
PT 3	Risk assessments and OASys sentence plans are completed on Prolific and Other Priority Offenders (PPOs) completed within 5 working days of the commencement of the order or release into the community	98%
PT 4	Completions of ICCP (where applicable) contributing to national target of 600	N/A
PT 5	Court reports provided in accordance with the timescale as stipulated by the NPD	88%
PT 6	Breach action in accordance with National Standards	97%
PT 7	Compliance - Appointments attended in accordance with National Standards	81%
PM 2	Compliance - Proportion of offenders who did not require breach action within the first 6 months of their order/licence	68%
PM 4	Compliance – Proportion of orders/licences that were terminated successfully	71%
PT 5	Completions of ECP/unpaid work: achieve area completions target contributing to national target of 50,000	396
PT 10	Achieve area target for DTTO/DRR completions contributing to 5,000 nationally	40
PM 7	Achieve area target for DTTO/DRR commencements contributing to 16,000 nationally	70
PM 8	DTTO first appointments with probation and treatment provider arranged in accordance with National Standards	80%
PT 11	Achieve area target for completions of accredited programmes contributing to national target of 17,500	216
PM 10	Percentage of offenders completing a programme out of the total who attend the first session	69%

PT 14	95% of Race and Ethnic Monitoring data on staff and offenders is returned on time and using the correct (Census 2001) classifications	100%
	LCJB target Breach proceedings – Average number of days for Absence to resolution	35
	LCJB target – Resolution of breach proceedings proportion with in 25 days	58%

B. Workload and Activity Statistics

Commencements by type of order/ licence	
Automatic Conditional Release	25
CJA Adult Custody	170
CJA Community Orders	(1005)
<i>With Supervision requirement</i>	656
<i>With UPW requirement</i>	469
CJA Deferred Sentence	22
CJA Extended Sentence	16
CJA Indeterminate Public Protection	23
CJA Suspended Sentence	(302)
<i>With Supervision requirement</i>	223
<i>With UPW requirement</i>	112
Community Punishment Orders	36
Community Punishment & Rehabilitation Orders	54
Community Rehabilitation Order	23
Custody Extended Supn Sex	9
Drug Treatment & Testing Orders	1
Suspended Sentence Supervision Order	1
Youth Custody <= 12 months	51
Youth Custody; 12 months +	19
<i>TOTAL Orders/Requirement Commencements:</i>	1910

Reports produced (PSR, SSR) by court type	
CJS/SDRs/PSRs	1146
CJF/FDRs/SSRs	472
<i>TOTAL:</i>	1618

Community Punishment hours ordered/worked (CPO and CPRO)	
Hours Ordered	67,508
Hours Completed	64,573
Victims: the total number contracted within 8 weeks of sentence	115

Caseload - as of 31st March 2007	
Automatic Conditional Release	229
CJA Adult Custody	202
CJA Community Order	(901)
<i>With Supervision requirement</i>	675
<i>With UPW requirement</i>	394
CJA Deferred Sentence	7
CJA Extended Sentence	18
CJA Indeterminate Public Protection	24
CJA Suspended Sentence	(271)
<i>With Supervision requirement</i>	219
<i>With UPW requirement</i>	108
Comm Pun/Rehab Order – Punish	22
Comm Pun/Rehab Order - Rehab	39
Community Punishment Order	46
Community Rehabilitation Order	96
Custody Extended Supn Sex	33
Custody Extended Supn Violence	7
Discretionary Conditional Release	33
Drug Treatment and Testing Order	2
DTTO - Lite	0
Extended Supervision (Sex Offenders)	1
Life Imprisonment/detention S53(1)	69
Suspended Sentence Supervision Order	2
Youth Custody <= 12 months	38
Youth Custody; 12 months +	45
<i>TOTAL Orders/Requirements:</i>	2609

Caseload - as of 31st March 2006	
Automatic Conditional Release	626
CJA Adult Custody	192
CJA Community Order	(562)
<i>With Supervision requirement</i>	401
<i>With UPW requirement</i>	248
CJA Deferred Sentence	4
CJA Extended Sentence	7
CJA Indeterminate Public Protection	1
CJA Suspended Sentence	(106)
<i>With Supervision requirement</i>	92
<i>With UPW requirement</i>	34
Comm Pun/Rehab Order – Punish	27
Comm Pun/Rehab Order - Rehab	56
Community Punishment Order	142
Community Rehabilitation Order	357
Custody Extended Supn Sex	50
Custody Extended Supn Violence	17
Discretionary Conditional Release	56
Drug Treatment and Testing Order	16
DTTO - Lite	1
Extended Supervision (Sex Offenders)	3
Life Imprisonment/detention S53(1)	67
Suspended Sentence Supervision Order	5
Youth Custody <= 12 months	28
Youth Custody; 12 months +	83
<i>TOTAL Orders/Requirements:</i>	2513

National Probation Service - Gloucestershire

Board Members

Mrs Yvette Ball, Chief Officer

Sir William Wratten, Chairman

Mr Chris Marshall, Vice-Chairman

Mrs Lizzie Abderrahim

Mr David Cook

Rev Alan Davies

Mrs Mary Gardiner

Mr Dan Gooch

Ms Jude Robinson

Ms Christine Ellson

Mr Mike Howe

Mrs Catherine Jago

Ms Hazel Middleton

Mr Peter Rowe

His Hon Judge Picton, QC

Mr Graham Limbrick, Board Secretary

Mr Peter Stott, Treasurer

Ms Liz Riches, Board Administrator

Contact Details

Bewick House, 1 Denmark Road, Gloucester, GL1 3HW

Tel: 01452 389200

Fax: 01452 426239

Email: headoffice@gloucestershire.probation.gsi.gov.uk

Financial Accounts are not included in this report.
Should you wish to see the Financial Accounts please
contact Liz Riches on 01452 389232 or email
elizabeth.riches@gloucestershire.probation.gsi.gov.uk