



Gloucestershire Probation Board Annual Report 2008-09



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Introduction

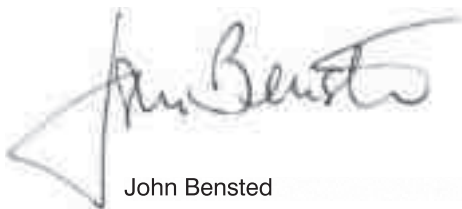
There is a “resilience and determination” in Gloucestershire Probation Area. So said Andrew Bridges, Chief Inspector of Her Majesty’s Inspectorate of Probation in his foreword to the recent OMI Report. It is this “resilience and determination” which drives GPA to remain a vibrant, innovative, dynamic and viable organisation. A determination to retain a uniquely local Probation service for Gloucestershire.

This has been an extremely challenging year and we want to thank staff, agency and community partners for their hard work and commitment. The whole organisation united to make major efficiency savings and to maintain the highest standard of operations, producing impressive results in this very difficult year. We ended the year with our Performance being rated as ‘exceptional’.

The current Senior Management Team and Board have been working very closely over the past two years to develop the vision for the service. The opportunity to apply for Trust Status has added vigour and determination to move into a Trust, with the additional freedoms and an enhanced expectation that Trust Status will enable us to build on our many strengths and shape our own destiny.

The GPA Board envisions Gloucestershire Probation Trust as a vibrant, innovative and dynamic Area that focuses on the individual and is truly responsive to local needs. Our starting point will always be a high quality risk assessment of every offender which leads to a comprehensive and relevant supervision plan that enables them to address their offending behaviour, reduce their re-offending and protect the public. Part of this approach is to consult with partner agencies and local people to achieve a comprehensive view of the needs of different communities. This year we have reviewed our Diversity Policies and have combined all our equality schemes into one Single Equality Scheme. This brings together the existing equality duties, race, gender and disability and goes beyond them to include religion and belief, sexual orientation and age. Promoting equality and respecting peoples difference is at the core of the work of the Probation Service and our crucial role in building confidence in the diverse communities we serve.

GPA successfully embedded a performance culture 4 years ago which enabled it to move out of special measures and consolidate performance to a consistent green star level. A major restructure of Offender Management was successfully undertaken 9 months ago. More recently the Senior Management Team also downsized and restructured only 3 months ago with the appointment of a new Acting Chief Officer from within SMT. This could not have been possible or successful without the commitment and expertise of staff and partners. We greatly appreciate all you have done over the past year and very much look forward to continuing this good work together through 09/10 and moving to the exciting times of Trust Status.



John Bensted
Acting Chief Officer



Tony FitzSimons
Chair, GPA Board



Aims of the National Probation Service & NOMS

NOMS protects the public and assists the courts, holding securely and managing humanely the people sent to us. In delivering punishments imposed by the courts, we help offenders turn away from crime, make reparation to their victims and contribute to their communities.

NOMS goals are:

- Protecting the public by running safe and secure prisons and reducing the risk of harm by offenders managed in the community
- Supporting the courts in imposing suitable sentences for appropriate offences and implementing those sentences
- Firm and fair punishment, increasing compliance with community sentences and treating all offenders decently
- Helping to cut crime through seamless offender management to reduce re-offending, working with a range of partners at local, regional and national level
- Contributing to communities and society by increasing visible payback to the community and by supporting the victims of serious offences, and engaging local communities in the management and resettlement of offenders
- A requirement to achieve value for money. Its work in organising and supporting delivery contributes to ensuring the cost-effectiveness of the services it commissions and provides.

THE AIMS OF THE NPS ARE:

- Protecting the public
- Reducing re-offending
- The proper punishment of offenders in the community
- Ensuring offenders' awareness of the effects of crime on victims and communities
- The rehabilitation of offenders

Management Commentary Part 1: Operational and Performance Review

A Enablers

LEADERSHIP

Charlie Baker leads on Business Excellence, Systems, Process Development, supervises the Offender Managers through two area managers and oversees MAPPA - Multi Agency Public Protection Arrangements

Darrill Bennett oversees Finance.

Garry Holden leads on External Business, Ryecroft Hostel, Drugs Intervention Programmes, Education, Training and Employment, Community Payback, Programmes and supervises the Prison Offender Management team.

Naomi Cryer has responsibility for Human Resources, Training, Estates and Administration.



Acting Chief Officer,
John Bensted

POLICY AND STRATEGY

There are many national, regional and local strategies driven that inform and guide our vision. These are "strategic certainties" which have been absorbed into our fundamental goal to reduce re-offending, protect the public and support victims. These will underpin and determine our future direction.

- Public Protection as a top priority
- Excellence in Performance
- A Best Value approach
- A focus on local delivery
- Strong Partnership working and Community engagement and visibility
- Political and media interest in cutting crime

This strategic plan sets out how Gloucestershire Probation Trust will build on these foundations to further improve service delivery and achieve success. Thus making Gloucestershire Probation Trust the essential organisation that the county cannot do without.

PEOPLE MANAGEMENT

Managers are now being encouraged to obtain NVQ4 in Management to underpin their knowledge and skills in managing people. We have two fully trained AI assessors in the Area working with them and, so far, four Middle Managers have been awarded their certificates.

Eight Probation Service Officers have now achieved NVQ3 in Criminal Justice and are able to write Fast Delivery Reports in court.

A new contract has been awarded for the provision of Occupational Health Support to the organisation. The HR team have been working with them to support long term absent staff resulting in a reduction of sickness absence, which in May 2009 stood at 7.5 days per FTE.

PARTNERSHIPS AND RESOURCES

There is a determination to retain a uniquely local Probation service for Gloucestershire. Gloucestershire is a small county with;

- 1 Primary Care Trust
- 1 County Council
- 1 Police Force
- 1 Prison
- 1 Drug ACT Team
- 1 Safer & Stronger Partnership
- 1 Crown Court
- 1 local HMCS

There is a very long history of close working relationships with these agencies at Chief Officer level which is mirrored throughout the layers of management in each organisation. We are determined to build effective alliances, drawing on local knowledge and expertise to further our aim of reducing re-offending, protecting communities and thereby fewer victims.

Gloucestershire has an unusually high rate of recorded crime. In its family group Gloucestershire has the highest levels of crime, especially low level alcohol fuelled violence in Gloucester and Cheltenham. Furthermore Gloucestershire has an especially high re-offending rate. Both these sets of statistics are key priority targets for GPA and the local Partnerships, notably the Gloucestershire Safer and Stronger Communities Partnership. The Chief Officer is currently Vice Chair of the Partnership and is due to take over as Chair in April 2010.

There are further exciting and ground breaking projects currently being developed of which GPA are key partners. The Police Public Protection Unit, unique co-located multi-agency team managing sex offenders, domestic violence perpetrators and Safeguarding Children cases. Integrated Offender Management is being jointly led by Police and Probation in the county. Work with sentencers is across a very broad front including newsletters, monthly Sentencer forums, joint training of Magistrates by Probation and HMCS, regular liaison with Senior Magistrates by SMT and the Board and participation in LCCS.

PROCESSES

We aim to ensure an individualised service that is delivered within an “outcome focused” culture. Such an approach will make maximum impact on the offender whilst reducing the high reconviction rate in the county and further protect the public.

Our service will be delivered by highly trained and skilled staff that are motivated and enthused by being part of an innovative organisation that listens to their ideas and concerns. The support service will be strong, professional and lean with data bases devised to give feedback on individual current performance.

Over the last year there have been a number of process improvements and best value reviews across the service. We will continue to improve on organisational efficiency to reach full potential on team or individual efficiency and value for money.

In 2009 Gloucestershire Probation Area won 3 awards in the Gloucestershire Criminal Justice Awards. The categories were Partnership of the Year, Outstanding contribution to working with offenders: Individual and Team award.



Probation Officers Dave Allen and Matt Read with Probation Officers at the Polish Family Day



Chief Constable Tim Brain at the Polish Family Day



Individual of the year
Dave Hills



Partnership of the Year Award
Matt Haynes & Prinknash Abbey



Team of the Year
ETE Team

B Results

CUSTOMER RESULTS

Metric Reference	Description of Target/Measure	GPA Annual Figure
INT08	90 offenders under supervision sustain employment for 4 weeks	108
INT09	The percentage of offenders in employment at termination of their order or licence to be at least 40%	50.21%
OM07	90% of victims to be contacted within eight weeks of an offender receiving 12 months or more for a serious sexual or violent offence	99.20%
OM17	Suitable & Settled accommodation at end of sentence	74.12%
OM19	Number of referrals to LSC (in the community)	497

PEOPLE RESULTS

Metric Reference	Description of Target/Measure	GPA Annual Figure
IPPF08	Average days lost due to sickness per employee per annum	16.4

KEY PERFORMANCE RESULTS

Metric Reference	Description of Target/Measure	GPA Annual Figure
INT01	12 - number of accredited sex offender treatment programmes completed by offenders	12
INT02	30 - number of accredited programmes for domestic violence completed by offenders	39
INT03	118 - number of accredited offending behaviour programmes completed by offenders	119
INT04	The proportion of accredited programme starts that meet the OGRS eligibility criteria where relevant to be at least 80%	88.89%
INT05	340 completions of unpaid work requirements	387
INT06	57 offenders who complete DTTO / DRR	67
INT07	10 offenders who complete an Alcohol Treatment Requirement (ATR) (as part of their sentence requirements)	18
INT11	To maintain at below 5% the proportion of unpaid work offender days which are lost because of stand-downs - either on the day or notified in advance	4.31%
INT12	160 offenders starting a Drug Rehabilitation Requirement (DRR) or Drug Treatment Testing Order (DTTO)	163
OM01	The percentage of PSRs (excluding RICs for Magistrates court's) completed within the timescales set by the court	100.00%
OM02	The percentage of RIC PSRs for Magistrates Courts completed within 10 working days	91.07%
OM03	To resolve 60% of breaches of community orders within 25 working days of the relevant failure to comply	62.63%
OM03RQ	To resolve 60% of breaches of community orders within 25 working days of the relevant failure to comply (Rolling Quarter)	65.70%

Metric Reference	Description of Target/Measure	GPA Annual Figure
OM04	90% of licence recall requests to reach NOMS Post Release Section within 24 hours of the decision by the Offender Manager	93.43%
OM05	Initiation of breach proceedings	95.88%
OM06	The percentage of cases that reach the six month stage without requiring breach action to be no fewer than 70%	75.48%
OM08	Timeliness - Tier 1,2,3 - Community At least 90% of OASys assessments must be completed or updated within the appropriate - Tier 1, 2, 3	92.25%
OM09	Timeliness - Tier 4 - Community At least 90% of OASys assessments must be completed or updated within the appropriate - Tier 4	91.14%
OM10	Timeliness - PPO - Community At least 90% of OASys assessments must be completed or updated within the appropriate - PPO	91.04%
OM11	Timely Terminations - Tier 2 & 3 - Community At least X% of OASys final reviews (terminations) to be completed within the appropriate timescales for all Tier 2 (where appropriate) and Tier 3 offenders	88.20%
OM12	Timely Terminations - Tier 4 - Community At least X% of OASys final reviews (terminations) to be completed within the appropriate timescales for all Tier 4 offenders (excluding PPOs)	78.72%
OM13	Timely Terminations - PPO - Community At least 90% of OASys final reviews (terminations) to be completed within the appropriate timescales for all PPO offenders	64.52%
OM14	Timeliness - Custodial Phase 2 & 3 - Community At least 90% of OASys assessments must be completed or updated within the appropriate timescales for all prisoners subject to OM phase 2 or 3	98.91%
OM15	The percentage of parole eligible cases in which the Parole Assessment Report was provided within the required timescale	100.00%
OM16	At least 90% of medium/high/very high risk of harm offenders have a completed Risk Management Plan within the appropriate timescales	90.06%
OM18	The proportion of PPOs on licence for a trigger offence who have a drug-testing condition inserted in their licence	100.00%
OM20	70% of orders and licences successfully completed	76.47%
IPPF09	95% of race and ethnic monitoring data on staff and offenders returned on time using correct classification	100.00%
INT MI 01	The percentage of Sex Offender programmes to be successfully completed	109% (i.e. more Completions in 08-09 than Starts in the period)
INT MI 02	The percentage of Domestic Violence programmes to be successfully completed	58.21%
INT MI 03	The percentage of accredited offending behaviour programmes to be successfully completed (excluding sex offender and domestic violence programmes)	74.38%
INT MI 04	% of completions of unpaid work requirements	76.94%
INT MI 05	DTTO/DRR completion rates	48.55%
INT MI 06	ATR completion rates	72.97%

Metric Reference	Description of Target/Measure	GPA Annual Figure
INT MI 07	The proportion of approved premises residents assessed at point of admission as posing a high or very high risk of serious harm to others	80.00%
IPPF 1	National Standards Basket - Public Protection	Satisfactory
IPPF 2	National Standards Basket - Interventions	Satisfactory
IPPF 3	National Standards Basket - Offender Management	Satisfactory
IPPF 4	OMI Risk of Harm	IPPF Green 🟢
IPPF 5	OMI Assessment & Sentence Planning	IPPF Green 🟢
IPPF 6	OMI Implementation of Interventions	Satisfactory
IPPF 7	OMI Management Results	Satisfactory
IPPF 10	Budget Outturn	IPPF Green 🟢
IPPF 11	Audit Commission Results	IPPF Green 🟢
IPPF 12	Capability Assessment Framework	IPPF Green
IPPF 13	Approved Premises Audit	IPPF Green 🟢

c Workload and Activity Statistics

Commencements by type of Order/licence (2008/09)

Automatic Conditional Release	25
CJA Adult Custody	401
CJA Community Order	(1384)
with Supervision Requirement	782
with UPW Requirement	497
CJA Deferred Sentence	19
CJA Extended Sentence	18
CJA Indeterminate Public Protection	8
CJA Suspended Sentence	(370)
with Supervision Requirement	236
with UPW Requirement	133
Comm Pun/Rehab Order - Punish	7
Comm Pun/Rehab Order - Rehab	7
Community Punishment Order	9
Community Rehabilitation Order	1
Custody Extended Supn Sex	5
Custody Extended Supn Violence	3
Discretionary Conditional Release	3
Drug Treatment and Testing Order	0
DTTO - Lite	0
Extended Supervision (Sex Offenders)	0
Life Imprisonment/detention S53(1)	0
Money Payment Supervision Order	0
Suspended Sentence Supervision Order	0
Youth Custody <= 12 months	71
Youth Custody; 12 months +	157
TOTAL COMMENCEMENTS	
- less CPRO (CP) orders and CJA Order without Sup/UPW Requirements	2468

Reports prepared for Court (2008/09)

CJS/SDRs/PSRs	722
CJF/FDRs/SSRs	691
CJOs	460
TOTALS:	1873

Community Punishment hours ordered/worked (2008/09)

Community Punishment Hours Ordered	1,407
UPW Requirement Hours Ordered	69,030
Total Hours Ordered	70,437

Victims: the total number contacted within 8 weeks of sentence (2008/09)

148

Caseloads - as at 31st March 2009

Automatic Conditional Release	86
CJA Adult Custody	466
CJA Community Order	(1020)
with Supervision Requirement	732
with UPW Requirement	309
CJA Deferred Sentence	6
CJA Extended Sentence	32
CJA Indeterminate Public Protection	49
CJA Suspended Sentence	(358)
with Supervision Requirement	258
with UPW Requirement	100
Comm Pun/Rehab Order - Punish	8
Comm Pun/Rehab Order - Rehab	7
Community Punishment Order	10
Community Rehabilitation Order	15
Custody Extended Supn Sex	23
Custody Extended Supn Violence	6
Discretionary Conditional Release	11
Drug Treatment and Testing Order	0
DTTO - Lite	0
Extended Supervision (Sex Offenders)	1
Life Imprisonment/detention S53(1)	45
Money Payment Supervision Order	0
Suspended Sentence Supervision Order	0
Youth Custody <= 12 months	22
Youth Custody; 12 months +	0
TOTAL CASELOAD	
- less CPRO (CP) orders and CJA Order without Sup/UPW Requirements	2242

D Names of Board Members & Official Contact Address

NATIONAL PROBATION SERVICE - GLOUCESTERSHIRE

Board Members

Mr Tony FitzSimons, Chairman

Mr Mike Howe, Vice-Chairman

Mr John Bensted, Acting Chief Officer

Mr Robert Burns

Ms Christine Ellson

Mrs Sheila McGrath

His Hon Judge Picton, QC

Mr Sidney Pritchard

Mr Colin Youngson

Mr Graham Limbrick, Board Secretary

Mrs Darrill Bennett, Treasurer

Mrs Liz Riches-Jones, Board Administrator

CONTACT DETAILS

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

Tel: 01452 389200

Fax: 01452 541155

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

Full Financial Accounts are not included in this report.

Should you wish to see the Financial Accounts please contact Liz Riches-Jones on 01452 389232 or email liz.riches-jones@gloucestershire.probation.gsi.gov.uk

Management Commentary Part 2: Financial Review

Statutory Background

The National Probation Service for England and Wales was established by the Criminal Justice and Court Services Act 2000. Local probation boards were established in accordance with the police areas to implement the functions conferred on them through the Act. Each board is a corporate body, which came into existence on 1st April 2001

Accounts

Each board is required under Schedule 1, paragraph 16(1) of the Act to make a report to the Secretary of State on the performance of its functions during each financial year, and prepare in respect of each financial year a statement of accounts.

Under Schedule 1, paragraph 16(2) of the Act, the Secretary of State has given direction as to:

- The information to be given in the report and the form, in which it is to be given;
- The time by which the report is to be made, and

The form and manner in which the report is to be published.

Principal Activities

Gloucestershire Probation Board covers the Gloucestershire police area, as defined in Schedule 1 of the Police Act 1996, serving a population of almost 579,000. During the year, the board employed some 196 full time equivalent staff that worked from eight buildings and one hostel across the area.

Each board is to initially provide assistance to the courts in determining the appropriate sentences to pass, and making other decisions in respect of persons charged with or convicted of offences, and to assist in the supervision and rehabilitation of such persons.

The discharge of policies as established by the Ministry of Justice, are designed to ensure:

- The protection of the public
- The reduction of re-offending
- The proper punishment of offenders
- Ensuring offenders' awareness of the effects of crime on the victims of crime and the public
- The rehabilitation of offenders

The Chief Officer (CO) is a statutory office holder appointed by the Secretary of State. The CO is the Accountable Officer for the board and is accountable to the Director of Probation in his position as the Principal Accountable Officer (PAO) for the Probation Services. The PAO, in turn, is accountable to the Accounting Officer of the Ministry of Justice, who is directly accountable to Parliament for safeguarding public funds.

Pension Liabilities

Employees of the board are members of the Local Government Pension Scheme. Details of pension arrangements are set out in Note 3 to the Accounts.

Appointments

The Chair, the Chief Officer, and other members of the board were all appointed by the Secretary of State in line with the Commissioner for Public Appointments 'Guidance on Appointments to Public Bodies'. The emoluments of these persons are paid for through Ministry of Justice funds.

The Lord Chancellor appointed Judge M Picton to the board from among judges of the Crown Court. The emoluments of this appointee are paid from the Lord Chancellor's Department.

Public Interest

The Board operates a policy of equal opportunities, regardless of gender, race, disability, or sexuality.

The Board observes the principles of the CBI "Prompt Payment" Code and aims to pay all approved invoices within 30 days. In 2008-2009 95.4% of undisputed invoices were paid within 30 days (2007-2008 comparative : 96.2%).

Management

The operational management throughout the year was carried out by the management board, which consisted of the following members :

Mrs Yvette Ball (Chief Officer until 30.11.08), Mrs Naomi Cryer (Acting Chief Officer 01.12.08-31.12.08), Mr John Bensted (Chief Officer from 01.01.09), Mr Tony FitzSimons (Chair), and Mr Mark Blockley, Mr Robert Burns, Ms Christine Ellson, Mr Mike Howe, Ms Sheila McGrath, Judge Martin Picton, Mr Sid Pritchard, Ms Jude Robinson and Mr Colin Youngson.

Mr Graham Limbrick was Secretary to the Board for the year.

Both Mark Blockley and Jude Robinson stepped down as Board members as from 31st March 2009. The Remuneration Report contains information about the management boards' remuneration.

External Accountability

Under paragraphs 16-17 of Schedule 1 of the Criminal Justice and Court Services Act 2000, the board is required to send to the Secretary of State a report on the discharge of its functions during the year and its audited accounts. The Annual Report and Accounts will comply with the specific accounts directions issued by the Secretary of State with the consent of HM Treasury.

The Audit Commission has appointed the District Auditor as the external auditor for the Gloucestershire Probation Board. Their Certificate and Report is included at page 16.

Prior Year Restatement

The 2007/08 accounts have been restated. The liability calculated regarding the element for unfunded pensions was overstated in the 2007/08 FRS 17 report. As a result the liability at March 2008 has been recalculated. The 2007/08 figure has been amended from £22.673m to £22.260m which has resulted in a reduction in the net scheme liability from £7.323m to £6.910m.

Post Balance Sheet Events

There were no material events after the balance sheet date.

Conclusion on arrangements for securing economy, efficiency and effectiveness in the use of resources

Accountable Officer's Responsibilities

The Accountable Officer is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in the probation board's use of resources, to ensure proper stewardship and governance and to review regularly the adequacy and effectiveness of these arrangements.

Auditor's Responsibilities

I am required by the Audit Commission Act 1998 to be satisfied that proper arrangements have been made by the Probation Board for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Audit Commission requires me to report to you my conclusion in relation to proper arrangements, having regard to the criteria for probation boards specified by the Audit Commission. I report if significant matters have come to my attention which prevent me from concluding that the Probation Board has made such proper arrangements. I am not required to consider, nor have I considered, whether all aspects of the Probation Board's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively

Conclusion

I have undertaken my audit in accordance with the Code of Audit Practice and having regard to the criteria for probation boards specified by the Audit Commission and published in January 2009, I am satisfied that, in all significant respects, Gloucestershire Probation Board made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2009.

Certificate

I certify that I have completed the audit of the accounts in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.

Stephen Malyn (District Auditor)

Officer of the Audit Commission

Westward House

Lime Kiln Close

Stoke Gifford Bristol

Dated 22nd June 2009

Gloucestershire Probation Board

Financial Statements 2008-09

To request full details of Gloucestershire Probation Board financial statements, please contact Head Office.

Operating Cost Statement

OPERATING COST STATEMENT FOR THE YEAR ENDED 31 MARCH 2009

	Notes	2008-2009		2007-2008	
		£000	£000	£000	£000
Administration Costs:					
Staff costs	2(a)	5,663		5,646	
Other administration costs	4(a)	2,195		1,834	
Income	6(a)	(177)		(222)	
Net Administration Costs		7,681		7,258	
Programme Costs:					
Staff costs	5(a)	291		346	
Programme costs	5(b)	75		73	
Income	6(b)	(366)		(419)	
Net Programme Costs		0		0	
Net Operating Costs			7,681		7,258

All income and expenditure is derived from continuing operations.

Statement of Recognised Gains and Losses

FOR THE YEAR ENDED 31 MARCH 2009

	Notes	2008-2009		2007-2008	
		£000	£000	£000	£000
Net gain/(loss) on revaluation of tangible fixed assets	7		9		(2)
Receipt of donated assets	13(b)		16		
Actuarial gain/(loss) relating to the pension scheme	3(i)		(2,279)		1,799
Recognised gains and losses for the financial year			(2,254)		1,797

Balance Sheet

BALANCE SHEET AS AT 31 MARCH 2009

	Notes	31 March 2009		31 March 2008	
		£000	£000	£000	£000
Fixed Assets:					
Tangible fixed assets	7		160		139
Debtors falling due after more than one year	8		0		0
Current Assets:					
Debtors	8	126		239	
Cash at bank and in hand	9	336		215	
		462		454	
Creditors (amounts falling due within one year)	10	(580)		(537)	
Net current assets/(liabilities)			(118)		(83)
Total assets less current liabilities			42		56
	10	0		0	
Provisions for liabilities and charges	11	(578)		(490)	
		(536)		(434)	
Pension Liability	3		(9,421)		(6,910)
		(9,957)		(7,344)	
Taxpayers' equity:					
General fund	12		(9,988)		(7,350)
Revaluation reserve	13(a)		15		6
Donated asset reserve	13(b)		16		0
			(9,957)		(7,344)

Cash Flow Statement

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2009

		31 March 2009		31 March 2008	
	Notes	£000	£000	£000	£000
Net cash outflow from operating activities	14(a)		(7,403)		(7,638)
Capital expenditure and financial investment	14(b)		(64)		(98)
Financing	14(c)		7,588		7,787
Increase / (decrease) in cash in the period			121		51

