



Gloucestershire Probation Board

ANNUAL REPORT

2009 -10

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Introduction

The awarding of Trust status in November 2009 was a significant achievement for all the staff of Gloucestershire Probation and it marks the start of a new chapter in our long history. It was clear evidence of the confidence that our local partners and central government have in us and our ability to deliver an effective and efficient service to the communities of Gloucestershire. Although we remain the second smallest Probation Area in the England and Wales, we are one of the top performers, ending the year at the top of the performance ratings.

The central theme of our application to become a Trust was based on the uniqueness of Gloucestershire as a county, with Gloucestershire Probation being co terminus with all the main public sector organisations notably the Police, County Council and the Health Authority. Over recent years GPA has developed very close and effective working relationships with these and other public sector organisations as well as with many voluntary sector organisations. Thus the aspiration to work in even closer partnerships, which was the main aim of the Trust process, has even greater relevance for Gloucestershire. The development of a more joined up "Public Sector Gloucestershire" was an aim shared by all our partner agencies and the maxim "Growing as one" was coined to encapsulate this aim.

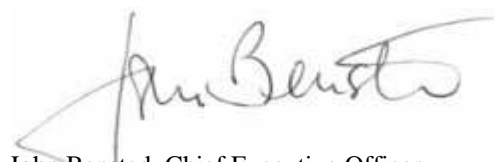
BUT we want to go further and challenge the existing culture of the organisation. We want to further empower staff and managers to use their professional skills, creativity and commitment to break the cycle of repeat offending so there are fewer offenders returned to our supervision by the Courts. Such effectiveness of community penalties will lead to an increase in confidence in the overall Criminal Justice System in Gloucestershire.

The Trust process has enabled us to focus on what really matters in order to do the right thing (good outcomes) as opposed to doing the thing right (good processes). Of course there is a link between the two but there has been too much emphasis on the latter at the expense of the former. Thus we have been able to distil our work into clearer priorities for ourselves and our partners and we ended the year with 4 key priorities which will drive our work over the coming year.

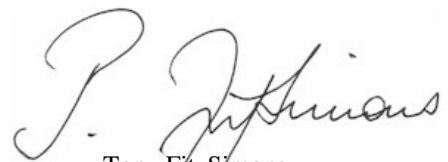
- 1) Delivering Core Probation Services**
- 2) Improving Local Engagement and Accountability**
- 3) Effective Use of Resources**
- 4) Building for the Future**

At the start of the year we wanted to use the Trust process to "kick start" a new sense of organisational development to realise the benefits of becoming a Trust. There is no doubt there will be significant financial and cultural challenges ahead for Gloucestershire Probation Trust but we close the year not just with our usual resilience and determination but with an added confidence and energy to work in greater collaboration with our local partners to achieve a safer and stronger Gloucestershire.

None of this would have been possible without the dedication and professionalism of our staff and partners. We greatly appreciate what you have done over the past year and we very much look forward to "growing as one" in the coming year.



John Bensted, Chief Executive Officer
Board Chair



Tony FitzSimons,

Aims of the National Probation Service & NOMS

1. Statement of purpose, vision and values

Statement of Purpose

We work to protect the public and reduce reoffending by delivering the punishment and orders of the courts and by helping offenders to reform their lives.

Vision

As part of the wider justice service we will give the public confidence in our ability to protect the public and reduce reoffending.

Values

In delivering prison and probation services we will:

Be objective and take full account of public protection when assessing risk

Be open, honest and transparent

Incorporate equality and diversity in all we do

Value and empower staff, and work collaboratively with others

Treat offenders with dignity and respect

Embrace change and innovation

Use our resources in the most cost-effective way

2. About NOMS

The National Offender Management Service (NOMS) is an executive agency of the Ministry of Justice (MOJ). NOMS is responsible for delivering punishment of offenders in accordance with the sentences of the courts, providing a comprehensive, streamlined system to protect the public and reduce reoffending.

The agency was created in April 2008, bringing prison and probation services together to deliver a more efficient and effective end-to-end approach to offender management, in custodial and non-custodial settings.

NOMS delivers the sentences of the courts through providers including:

- 35 Probation Trusts providing probation services
- HM Prison Service

- Private sector partners managing contracted out prisons
- Contractors providing essential services including prisoner escort and electronic monitoring of offenders
- Public and third sector partners including health, employment and training providers
- Headquarters teams responsible for planning, securing resources, driving performance against agreed standards and providing national services where it is most cost-effective to do so

NOMS is accountable to the Ministry of Justice through the Director General, who also sits on the MoJ management board.

The agency operates a regional structure, with Directors of Offender Management in the English regions and Wales commissioning all custodial and non-custodial provision in each region (excluding high security prisons), ensuring that services are cost effective and appropriately targeted to meet the requirements of sentencers and the needs of offenders at a regional level.



(From left to right) Tony Melville – Chief Constable, Gloucestershire Constabulary
Craig Fellowes, John Bensted – Acting Chief Officer, Gloucester Probation Service

Management Commentary Part 1: Operational and Performance Review

A. Enablers

Leadership

The Board and the Senior Management Team have worked very closely over the past year to develop a clearer vision that could be “bought into” by staff and partners, which was born out by our successful Trust application which was seen as very strong one by the MoJ. The organisational changes arising from the Trust process were identified and SMT were seen as open minded, good at taking on change and keeping staff involved and informed throughout the year. A significantly leaner management structure was implemented over the year, with a closer integration between strategic and operational management enabling a more flexible and responsive management capability. Performance was maintained at Green Star status and GPA ended the year as one of the very top performers in the country. The development of a more outcome focused culture has also led to a more outward looking organisation with much greater strategic and operational involvement of Board, SMT and Operational managers in partnership work.

Policy and Strategy

As part of the process for applying to become a Trust, the Senior Management Team produced a 4 year business plan which outlined the plans for the organisation, should it be granted Trust Status. This was achieved and as a result we are now working with and developing the strategy for the organisation for the next 3 years.

Maintaining our national and local strategies of protecting the public, whilst taking a best value approach to achieving an excellent performance, this last year has seen the development of plans to work locally with other partnership agencies. In this approach and our focus on local delivery for the local community, we see this more holistic approach as the way to better deliver what is needed in the local community to reduce reoffending and protect the public.

People Management (to include with new Health & Safety Legislation)

We have continued to champion the use of the NVQ system to demonstrate and underpin the learning that staff need to enable them to undertake their work in the organisation.

Three trainee probation officers qualified and joined the delivery teams on October 1st 2009. A further 4 are due to qualify this October, bringing to a close the national training scheme for probation officers. This is being replaced by a new qualifying probation framework which we are already preparing staff by offering all Probation Service Officers (PSO's) the opportunity to gain NVQ3 awards in Criminal Justice which is the first level of the new qualification framework. To date Gloucestershire Probation Trust has 9 PSO's who have attained this qualification.

Partnerships and Resources

Trust Status has enabled the organisation to start to develop a more holistic approach to working with offenders. Gloucestershire is unique in that we do not have to cross county boundaries to get access to agencies that we work with. The infrastructure in the county is good and being a small county there is the opportunity for good communication and partnership working between all the agencies

The CEO, of Gloucestershire Probation Trust, John Bensted, has this year become Chair of the Gloucestershire Safer and Stronger Community Partnership Board. This pulls together the strands of partnership work across the county, with both statutory and non statutory organisations to coordinate the work undertaken to ensure that the public can feel more confident about how crime and the effects of crime is dealt with in Gloucestershire.

Processes

Processes are still highly valued as an integral part of an effective and efficient service. GPA's processes were challenged and tested over the last year in GPA when the managerial composite was reduced by approximately 30%. The processes proved to be robust and continued to deliver high performance despite this significant change. Processes continue to develop and improve as is exemplified in the review of the board structure in order to most effectively monitor and audit GPT's work. The next year will see further improvements to processes particularly in the managerial meeting structure which has also been reviewed to adopt a leaner and more effective system of county meetings and project groups.

B. Results

Customer Results

Along side further development of the opportunity for feedback and two way communication with customers, GPA conducted a Sentencer and Offender survey.

Sentencer Survey

We had a good response to the survey with a total of 117 returned 65% of which had been in post for over 5 years. The respondents felt that 84% of the Pre Sentence Reports prepared by Probation staff were of a good or excellent standard. Over 90% of sentencers were satisfied that enforcement was well managed by GPA and that proposals in breach proceedings are realistic. Areas for improvement involved a greater understanding of the way probation carries out the requirements of a community sentence.

GPT have been and continue to work with sentencers to improve communication and overall satisfaction.

Offender Survey

About 10% of offenders responded to the questionnaire and overall a favourable view of the service was seen. 93% of the offenders felt that they were treated respectfully by the service identifying transport as the biggest obstacle to carrying out their sentence (33%). The following were percentages of offenders who were at least satisfied with the delivery of their requirement.

| | |
|-------------------------------------|------|
| Programme Requirement (Groupwork) | 96% |
| Unpaid Work Requirement | 97% |
| Drug Rehabilitation Requirement | 100% |
| Alcohol Treatment Requirement | 89% |
| Mental Health Treatment Requirement | 100% |

People Results

The average days lost due to sickness per employee per annum was 8.6.

Key Performance Results

Throughout the year GPA were top performance according to national performance measures. In relation to government targets GPA ended the year at the top of the performance table. A very strong performance culture persists and gives a strong start to tackle the more complex target of the reduction of the number of offenders re-offending in the community.

B. Workload and Activity Statistics

| Commencements by type of Order/licence (2009/10) | |
|---|-------------|
| Automatic Conditional Release | 17 |
| CJA Adult Custody | 368 |
| CJA Community Order | 1275 |
| <i>with Supervision Requirement</i> | 709 |
| <i>with UPW Requirement</i> | 553 |
| CJA Deferred Sentence | 30 |
| CJA Extended Sentence | 11 |
| CJA Indeterminate Public Protection | 5 |
| CJA Suspended Sentence | 331 |
| <i>with Supervision Requirement</i> | 211 |
| <i>with UPW Requirement</i> | 146 |
| Comm Pun/Rehab Order - Punish | 5 |
| Comm Pun/Rehab Order - Rehab | 3 |
| Community Punishment Order | 3 |
| Community Rehabilitation Order | 3 |
| Custody Extended Supn Sex | 5 |
| Custody Extended Supn Violence | 2 |
| Discretionary Conditional Release | |
| Drug Treatment and Testing Order | |
| DTTO - Lite | |
| Extended Supervision (Sex Offenders) | |
| Life Imprisonment/detention S53(1) | 4 |
| Money Payment Supervision Order | |
| Suspended Sentence Supervision Order | |
| Youth Custody <= 12 months | 48 |
| Youth Custody; 12 months + | 121 |
| TOTAL COMMENCEMENTS - less CPRO (CP) orders and CJA Order without Sup/UPW Requirements | 2231 |
| Reports prepared for Court (2008/09) | |
| CJS/SDRs/PSRs | 640 |
| CJF/FDRs/SSRs | 720 |
| CJOs | 382 |
| TOTALS: | 1742 |

Community Punishment hours ordered/worked (2009/10)

| | |
|------------------------------------|---------------|
| Community Punishment Hours Ordered | 520 |
| UPW Requirement Hours Ordered | 76,121 |
| Total Hours Ordered | 76,641 |

Victims: the total number contacted within 8 weeks of sentence (2009/10)

Caseloads - as at 31st March 2010

| | |
|--|-------------|
| Automatic Conditional Release | 53 |
| CJA Adult Custody | 482 |
| CJA Community Order | 803 |
| <i>with Supervision Requirement</i> | 615 |
| <i>with UPW Requirement</i> | 255 |
| CJA Deferred Sentence | 11 |
| CJA Extended Sentence | 32 |
| CJA Indeterminate Public Protection | 55 |
| CJA Suspended Sentence | 295 |
| <i>with Supervision Requirement</i> | 226 |
| <i>with UPW Requirement</i> | 84 |
| Comm Pun/Rehab Order - Punish | 2 |
| Comm Pun/Rehab Order - Rehab | 2 |
| Community Punishment Order | 3 |
| Community Rehabilitation Order | 11 |
| Custody Extended Supn Sex | 18 |
| Custody Extended Supn Violence | 6 |
| Discretionary Conditional Release | 9 |
| Drug Treatment and Testing Order | |
| DTTO - Lite | |
| Extended Supervision (Sex Offenders) | 1 |
| Life Imprisonment/detention S53(1) | 47 |
| Money Payment Supervision Order | |
| Suspended Sentence Supervision Order | |
| Youth Custody <= 12 months | 14 |
| Youth Custody; 12 months + | 109 |
| TOTAL CASELOAD - less CPRO (CP) orders and CJA Order without Sup/UPW Requirements | 1953 |



D. Names of Board Members & Official Contact Address

Board Members



Mr Tony FitzSimons, Chairman



Mr Mike Howe, Vice-Chairman



Mr John Bensted, Acting Chief Officer



Mr Robert Burns (Audit Committee Chairman)



Ms Christine Elson

Mrs Sheila McGrath (until October 2009)



His Hon Judge Picton, QC

Mr Sidney Pritchard



Mr Colin Youngson



Mr Graham Limbrick, Board Secretary



Mrs Louise Newman, Treasurer

Mrs Liz Riches-Jones, Board Administrator

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