

West Mercia
Probation Trust



West Mercia Probation Trust

ANNUAL REPORT

2011-2012

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Introduction

Foreword by the Chief Executive

As Chief Executive of the West Mercia Probation Trust I am pleased to welcome you to our Annual Report for 2011/12. As is our usual practice the report is laid out following the European Excellence Model (EEM) demonstrating both our “results” and the “enablers” through which we achieved such a high level of success.

We have maintained our high performance in terms of delivering on our contract with the Ministry of Justice and we hope that this is reflected in the report of the Offender Management Inspection carried out by Her Majesty’s Inspectorate of Probation (HMIP) at the very end of the year. Their report has not yet been published but the initial feedback was positive so we wait with cautious optimism.

At the end of the previous year we enjoyed a Ministerial visit from Crispin Blunt, who remarked to a local newspaper that West Mercia was, amongst other things, “ahead of the game in engaging with local service providers who can deliver improved rehabilitation of offenders”. Our strategic partnership with YSS demonstrates this and goes from strength to strength. At the end of the year I attended an open day at their Worcester premises attended by their Patron, the Princess Royal. As a member of her party reviewing the dozen or so projects on display, with a variety of local organisations participating, the truth of the Minister’s insight became very clear to me and was underlined to the assembled visitors by YSS Chief Executive, Rob Smith, in welcoming Her Royal Highness.

This past year also saw us extend our partnership working with a number of pilot programmes at Willowdene Care Farm in South Shropshire. Traditionally a residential drug project, Willowdene has developed day programmes for West Mercia for a wider group of offenders which are showing remarkable success in reducing re-offending. We have now commissioned nearly one hundred ‘specified activities’ from Willowdene to offer to the courts as part of community supervision. With the new year in prospect we are grateful that NOMS has provided the funds for us to commission a senior attendance centre, a facility we and the courts have sadly missed. NOMS has also passed across the funding for the ASHA women’s project in Worcester to us.

As with every other Probation Trust, we await the outcome of the consultation on the Probation Review, due to be completed in June and likely to report in the Autumn. We do so remembering more comments from Mr Blunt, “It may be that the rest of the country will be looking to West Mercia as an example of effective engagement with partners around rehabilitation”. We have continued engaging, greatly encouraged by the Minister’s words and our experience is that you can only engage successfully at the local level. Whatever else the Probation Review brings, let it build the future of probation around that insight and the example we have set.

David Chantler
Chief Executive
West Mercia Probation Trust

Foreword by the Board Chair

I am pleased to present this Annual Report which accounts for the stewardship of the Board during 2011/12, a year of continuing change and development at West Mercia. The successes in reducing reoffending achieved by the service are summarised by the Chief Executive and further detailed in the report and it is a great pleasure to the Board to acknowledge these and to thank all staff for their dedication and work in achieving them. We know that our strong results come from the leadership of the service by the Chief Executive and the Senior Management Team, the enabling infrastructure to our Local Delivery Units and hard work at the front line by the managers and staff of the units. Thanks are also due to our partners who amplify the efforts of our own staff.

During the past year the Board has focused on achieving its role effectively and has reduced its costs. We have formally adopted the new structures trialled in late 2010, of a Main Board which sets overall direction, and a smaller Operations Board which acts as a 'critical friend' to staff, giving support and feedback in the detailed implementation of strategy and policy. The Operations Board includes myself as Chair, three portfolio holders reflecting our key work strands, Keith Austin for Resources, Bridget Nisbet for Partnerships and Valerie Reynolds for Operations and the Senior Management Team. Two representatives from our principal stakeholder, the Magistrates, Libhin Bromley and Elaine Hickman, advise the Main Board. Both Main Board and Operations Board are scrutinised by the Audit Committee, led by Andrew Strong until his resignation for works reasons and then by Leon Murray.

The new governance structure is helping management, staff and partners to improve results as will be seen in the Annual Report but the Board is aware that further change will be needed to respond to demands that the public sector must 'do more for less cost'. Our strategic preference is to work in partnership with others and as partnerships develop we will need to consider different methods of governance. In addition our aim is to continue to develop excellence in the West Mercia Probation Trust and during the year Board members have taken training in the European Excellence Model and will use this approach to refine our governance structure. Finally, we aim to ensure that the service is best positioned to respond to the challenges posed by the long awaited Probation Review which was finally published at the year-end and which we believe endorses many of the strategies and methods pioneered in West Mercia.

James Kelly
Board Chair
West Mercia Probation Trust

Aims of the Probation Service

- To protect the public;
- To reduce re-offending;
- To provide for the proper punishment of offenders;
- To ensure that offenders are aware of the effects of their crimes on their victims and on the public;
- To rehabilitate offenders

Management Commentary Part 1: Operational and Performance Review

This Annual Report is structured according to the European Excellence Model (EEM) and it covers:-

(A) Enablers which are those aspects of the organisation which support the achievement of results. Whilst separated into five separate elements they are inevitably inter-connected in terms of organisation structure and impact.

(B) Results that were obtained in the reporting year.

A. Enablers

Leadership

This has been the second successive challenging year for Probation Trusts which, as with other public sector bodies, have had to plan for the expectation of reduced funding going forward. We are committed to demonstrating value for money and our ability to operate in a more competitive environment, whilst maintaining performance targets and driving up quality. Our ability to deliver a balanced budget in the year under review and to plan for future years living within our means demonstrates our ability to deliver value for money. Early feedback from the Offender Management Inspection carried out by HMIP, taken with our high scores on the Probation Trust Rating System (PTRS) during the year, indicate that we have maintained high performance and quality standards.

We continue to believe that these successes against the various challenges is a result, in a large part, of our innovative approach in working with partners, our careful planning and management of resources. These attributes have supported a clear focus on maintaining our core activity of managing offenders safely in the community in order to protect the public. During the past year the Trust has adopted PAM (Platform for Achieving More) as a comprehensive project and risk management tool and has begun a programme of training for managers and other staff in European Foundation for Quality Management (EFQM), with a commitment to achieve excellence status.

Policy and Strategy

We have continued to implement our Strategic Plan for 2009-2013 which was developed in consultation with our stakeholders and partners. The strategy positions us as the main provider of offender management, ensuring that the order of the court is carried out and offenders receive a good standard of seamless, cohesive and relevant services. The strategy also involves us taking a prime responsibility for developing the wider criminal justice sector to increase the opportunities that are open to offenders in the community and to link them to wider crime reduction aims such as getting offenders into sustainable employment.

Offender Management

During the course of the year we have further developed the Local Delivery Units based on the four main Local Authorities in West Mercia, that is Shropshire, Telford and Wrekin, Herefordshire and Worcestershire. Each Local

Delivery Unit has developed its own reducing re-offending plan and identified those interventions most likely to achieve a reduction in re-offending.

West Mercia has now launched its integrated offender management work across the area and this is based on the pilot work undertaken in Shropshire.

Two major inspections were completed at the end of the year. The Offender Management Inspection 2 (OMI2) which evaluated the quality and impact of offender management and public protection in the Trust and Ofsted which examined the quality of education, training and employment opportunities provided for offenders through the Trust. The results of these will not be available until after the publication of this report but early feedback both from Ofsted and HMIP is positive.

Interventions

We have now 'disaggregated' all of our interventions to Local Delivery Units to ensure that resource is available at the most local level for locally identified need. Unit Managers have control over their local resources, increased autonomy in the development of local provision through a variety of partnership and funding arrangements and also greater accountability for the delivery of quality services within agreed budgets.

- During the year we delivered a full range of accredited programmes as follows:-
 - Controlling Anger and Learning to Manage it
 - Thinking Skills Programme
 - One-to-One Thinking Skills
 - Offender Substance Abuse Programme
 - Drink Impaired Drivers Programme
 - Integrated Domestic Abuse Programme
 - Community Sex Offender Programme

We looked at the cost effectiveness of our current range of accredited programmes and identified those programmes likely to have the greatest impact on reducing re-offending, with a view to reducing our range and looking at alternative solutions in the coming year.

- A partnership arrangement was set up with Willowdene Farm to pilot a scheme to offer day placements to offenders subject to Drug Rehabilitation Requirements.
- Our third sector strategic partner, YSS, delivered an enhanced level of support across all the offender pathways to overcome barriers to rehabilitation.
- Provided over 147,300 hours of Community Payback work.
- Continued to have a high level of occupancy at our Approved Premises, Braley House.
- Developed plans for senior attendance centres across West Mercia area.

Telford Local Delivery Unit

In Telford a pilot has been run to deliver Drug Rehabilitation Requirements in partnership with Willowdene Care Farm in South Shropshire. This collaborative initiative along with the Telford Drug Action Team has also attracted funding from the National Treatment Agency. The success of the pilot has led to large scale purchasing of specified activity orders at Willowdene which has involved us de-commissioning some internal work particularly around general offending behaviour programmes and purchasing this intervention from the voluntary and community sector.

Herefordshire Local Delivery Unit

In Herefordshire, the Shift Care Farm has worked with groups of the most prolific offenders, who have shown a significant reduction in their offending and have also achieved accredited learning awards as part of their resettlement into the community. Community Payback has continued to respond to demand from local communities. A project of particular significance has been the development of Belmont Pools, to allow public access to a local beauty spot in an area of high social need.

Worcestershire Local Delivery Unit

In Worcestershire we continue with a successful partnership arrangement with Worcester Business Improvement District (BID). BID funds a Community Payback Supervisor that supervises work parties carrying out clean-up projects or improvements to the city centre. This not only makes the area more attractive but also improves the trading environment for local businesses. City centre businesses contribute to BID through a small levy on their rateable value. The development of integrated offender management across Worcestershire has the active support of the Public Services Executive Group and together with the Worcestershire Partnership Board have endorsed this approach to deliver consistent, more joined up services to improve the pathways of support available to offenders and reduce re-offending.

Shropshire Local Delivery Unit

West Mercia has now launched its integrated offender management work across the area and this is based on the pilot work undertaken in Shropshire. This project, called Route 7 has been independently reviewed, producing strong evidence of its impact on reductions in re-offending. The main challenge now is to mainstream the successful elements of this across the partner agencies.

Work with Courts

We continue to prioritise work with courts as our customers. Our programme of liaison forums in all bench areas have been well attended and achieved positive feedback as has the area wide forum steering group consisting of representatives from benches, legal advisors and probation staff. We have organised for newly appointed Magistrates to shadow a probation officer as part of their induction process. In addition, we held four local events which focused on reducing re-offending. These were held in March with over 140 Magistrates attending events held in Herefordshire, Worcestershire and Shropshire.

Multi Agency Public Protection Arrangements (MAPPA)

This year we have built in greater resilience to our MAPPA co-ordination by increasing the number of MAPPA co-ordinators to three. MAPPA co-ordinators chair all level two and level three meetings, organise training and contribute to public protection strategies. We have also appointed two new lay advisors this year who will provide that external view on behalf of the public as to whether MAPPA is delivering effective public protection.

People Management

Reduction in Staffing

During the course of this year we have retained Investors in People despite the financial constraints which have seen us reduce staffing levels for a third year running. We have reduced and rationalised the senior management structure with the deletion of the interventions senior management posts and the integration of those functions into the Local Delivery Units.

We have commissioned a staff survey from the same provider as has provided our previous surveys and expect the results early in the next financial year. Utilising the same provider enables us to make comparisons year on year.

During the course of the year we have focused a number of cross West Mercia responsibilities on the Learning and Development Unit including health and safety and equality and diversity. With the support of PAM we will develop the Learning and Development Unit into an Organisational Development Unit during the course of the coming year.

Sickness Absence

The year has ended on an average of 11.64 sickness days per person.

Staff Conference

We held our annual staff conference at Ludlow Racecourse to which all employees were invited. The conference entitled '*Seeing the wood for the trees – a 20:20 vision for West Mercia Probation Trust*' looked at West Mercia Probation ten years on following its formation in 2001 and how it will be in another ten years. As part of this the conference looked at 'how do we see the wood for the trees'? Staff were invited to contribute to this important debate about what the really important strategic changes are that we need to keep ahead of and what the short term issues are that we could do without spending a lot of time on. The conference finished with the annual awards ceremony and the High Sheriffs' awards.

High Sheriffs' Awards

Nominations were received from staff for colleagues to recognise a significant achievement, a significant contribution or an innovative piece of work. This year the winner of the individual High Sheriff's Award was Richard Beard, Offender Manager from Herefordshire office, who was nominated for his ability to go above and beyond the normal expectations of the job, particularly working with some of the most difficult and dangerous cases. The runner-up was Ben Yeomans, Resource Assistant at Shrewsbury office, for his 'can do' attitude and huge contribution to the day-to-day smooth running of the Shrewsbury office. The winning team was the Herefordshire Working with Women Offenders Team who were nominated for their outstanding service to female offenders in Herefordshire. The award for the team runners-up went to the IT Team for their commitment to completing the successful migration to the National Data Centre. The awards were presented by Lady Morrison, High Sheriff of Worcestershire, Mr Simon Arbuthnott, High Sheriff of Herefordshire and Mr Richard Burbidge, High Sheriff of Shropshire.

Equality and Diversity

The Equality and Diversity Operational Group (EDOG) made up of a cross section of staff from the Trust meet bi-monthly to ensure equality and diversity is embedded into all aspects of our work. In addition, equality and diversity enabling groups have been set up at each main location across the area. These enabling groups meet regularly and feed into the main operational group. EDOG has continued to work on the Single Equality Scheme action plan throughout the year with a view to setting some key objectives for next year to replace the action plan.

During the course of the year we have used a consultancy agency to ensure all of the Trust's policies are equality impact assessed. We have also adopted the mnemonic 'REGARDS' to describe our diversity and equalities work and our commitment to work with 'regards' to the strands of diversity and potential discrimination. REGARDS stands for R – race, E – economic disadvantage, G – gender identity, A – age, R – religion or belief, D – disability, S – sexual orientation.

The Senior Management Team oversees all equality and diversity work within the organisation with each member having responsibility for one strand of the Single Equality Scheme.

Partnerships and Resources

We have continued to develop our network of partners and providers and to work on the initiatives we have developed with them, as follows:

- We have a contract with Excalibur Procurement Services Ltd to support our commissioning needs. Excalibur continued with a commissioning training programme to up-skill Senior Managers within the Trust during the year.
- Our strategic partnership with YSS goes from strength to strength. The partnership has allowed us to access funding for services for offenders which would not have been directly available to us as a Probation Trust. It has also enabled us to build up strong links between the public sector, third sector and the wider community in identifying local need and matching provision to that need.
- Offenders have benefited from an employment, training and education provision through our strategic partnership with YSS.
- We have continued to negotiate with local bodies, in particular local councils to develop Community Payback schemes that are neutral cost or income generating.
- Our contract with Worcester Business Improvement District (BID) is on-going. BID funds a Community Payback Supervisor that supervises work parties carrying out clean-up projects or improvements to the city centre.
- Following a successful pilot with Willowdene Care Farm to enhance the delivery of our Drug Rehabilitation Requirements in Telford and Shropshire, a new arrangement has been set up with Willowdene to offer specified activity orders at the farm.
- Collaboration continued around the Regional Community Sex Offender Unit which is providing positive outcomes in terms of completion of sex offender programmes across the region.
- We are working closely with local strategic partnerships on delivering on public service agreements including targets for reducing adult re-offending.
- West Mercia is lead partner and provides match funding for the Active Inclusion to Mainstreaming (AIM) project, now at the end of its third year. AIM is a regional and international partnership of public, private and voluntary sector partners with partners in Sweden, Hungary, Sardinia and Portugal. It is funded by the European Social Fund with a shared agenda to reduce re-offending by improving offender access to job opportunities. The project promotes innovative approaches to overcoming the multiple barriers to employment that offenders face and involves comparing approaches with a number of EU partners. This will be the final 12 months with West Mercia Probation Trust as lead partner and we are hoping to position the AIM partnership to have a sustainable and commercial future once funding ends.

- We are extremely pleased that under the new NOMS contract management arrangements the budget for support of the ASHA Women's Centre in Worcester has been devolved to the Trust.
- Resources have been made available to develop the senior attendance centres referred to previously in this report. West Mercia will be commissioning this under the strategic partner arrangements through YSS.
- It is also noteworthy that in reviewing the operation of the Youth Offending Services in West Mercia it has been agreed that there should be one Youth Offending Team for the criminal justice area and the preferred managing agent for that single Youth Offending Team is West Mercia Probation Trust. We are pleased that our colleagues in other agencies have demonstrated this confidence in us and believe that it demonstrates the level of trust that exists in other agencies in our commitment to working in genuine partnership with others.

Processes

Video Conferencing

The video conferencing technology that we introduced last year has now become fully established and has allowed significant reductions in travel time and costs. In addition this is a feature of our sustainability strategy with staff from West Mercia clocking up far fewer miles both around the area and on visits from the area.

National Data Centre

In May, West Mercia Probation Trust migrated to a National Data Centre. The migration is intended to consolidate 35 Probation Trust's Area Data Centres into two National Data Centres and provides an infrastructure for hosting National Delius and OASys-R with implementation anticipated sometime during 2012.

National Standards

In April 2011, the Ministry of Justice issued revised National Standards for the management of offenders. West Mercia Probation Trust established a strategic steering group and a cross-grade operational group to develop and implement a practice framework, including minimum requirements, for introducing the new National Standards for the management of offenders with effect from 1 January 2012. The new standards are less prescriptive in determining certain aspects of offender supervision. Instead, they provide offender managers with greater scope to exercise their professional judgement in determining the frequency and nature of supervision with offenders. This is intended to ensure each individual receives the most appropriate contact at the right time, in order to maximise public protection and rehabilitation.

Specification Benchmarking and Costs

With support from Excalibur, the Trust's commissioning and procurement specialist, the Business Development Unit, Finance and HR, the Local Delivery Unit Managers were charged with reviewing a range of key specifications with a focus on ensuring that the right services are delivered to the right people, in the right place, to the right quality, at the right time, in the right quantity and at the right price.

B. Results

Summary of Achievements 2011-2012

- Demonstrated reduced re-offending and effective management of risk through evidence given to the Inspectors;
- 147,300 hours of Community Payback carried out;
- 254 successful completions of accredited programmes by offenders;
- Generated around £160K of income through partnership initiatives which will be realised next year;
- Achieved 'green' status on Probation Trust Rating System;
- Finished the year within budget;
- Submitted evidence of outstanding teaching and learning activities across West Mercia.

Financial Performance

The Trust continues to implement the Strategic Plan for 2009-2013. Alongside this strategy the Trust also has a Medium Term Financial Plan. This plan is reviewed annually taking into account the changes in demand from the courts for the service along with items such as our contract with the Secretary of State for Justice and assumptions for inflation. It is important that the financial requirements are aligned with the operational and performance requirements.

The core funding for the Trust from the National Offender Management Service (NOMS) has continued to reduce in line with the comprehensive spending review. It has been important for the Trust to plan finances carefully through this period and to manage the risks for the service accordingly. This has been achieved during the year as overall performance has been good and the finances continue to be well managed.

Work has continued during 2011/12 to review how much our processes cost so that we can continue to identify where future savings can be realised. This also recognises that the NOMS contract will change in future years to a price/volume approach for each type of service rather than the existing 'total price' contract which combines all services together.

Customer Results

Performance Indicator	Description	Target 2011-12	Result 2011-12
OM7 Victim Contact	The percentage of victims who are contacted within eight weeks of an offender receiving 12 months or more for a serious sexual or violent offence.	90%	98%
OM19 Referrals to education	Number of skills for life referrals achieved against target	No target	240
INT9 Offenders in employment	The percentage of offenders in employment at termination of order or licence	45%	53%
INT8 Offenders in sustained employment	Number of offenders placed in employment that is retained for four weeks	200	231

People Results

Performance Indicator	Description	Target 2011-12	Result 2011-12
IPPF8 Sickness Absence	Reduce sickness absence in the National Probation Service	10.5 days	11.64 days
IPPF14 Staff Diversity	Contribution to achieving regionally set employment targets for minority ethnic staff (including white Irish and white others)	No target	7.3%

Key Performance Results

Performance Indicator	Description	Target 2011-12	Result 2011-12
OM1 Court report timeliness	The percentage of Pre-sentence Reports (PSRs) (excluding RICs – Remand in Custody) completed within the timescales set by the Court	90%	99.8%
OM2 RIC PSRs for Magistrates Courts	The percentage of RIC PSRs for Magistrates Courts completed within 10 working days	90%	90.1%
FDR percentage of total reports	40% of PSRs for Magistrates' Courts to be fast delivery	70%	72%
OM5 Enforcement	The percentage of cases in which initiation of breach proceedings took place within 10 working days of the relevant unacceptable failure to comply	90%	94%
OM8 Tier 2,3 Oasys timeliness	Oasys assessments completed or updated within the appropriate timescales for all Tier 2 (where appropriate) and Tier 3 offenders	90%	98%
OM15 Parole Assessment Report timeliness	The percentage of parole eligible cases in which the Parole Assessment Report was provided within the required timescales	90%	100%
OM16 Risk Management Plan timeliness	Medium/high/very high risk of harm offenders have a completed Risk Management Plan within the appropriate timescales	90%	97%
OM17 Accommodation at termination	The percentage of offenders in settled and suitable accommodation at the end of their order or licence	80%	87%
OM20 Order or licence successfully completed	The percentage of orders and licences successfully completed against target	70%	77%
OM35 Tier 4 and PPO offender assessments	Risk assessments and Oasys sentence plans completed on Prolific and Priority Offenders within 5 working days of the commencement of the order or release into the community	90%	93%
OM39 Oasys Tier 2, 3, 4 and PPO Final Reviews	Oasys final reviews (terminations) to be completed within the appropriate timescales for all Tier 2,3, 4 and PPO offenders	90%	92%
INT1 Sex offender	The number of accredited sex offender	45	53

Performance Indicator	Description	Target 2011-12	Result 2011-12
programme performance	programme completions against target		
INT2 Integrated Domestic Violence Programme	The number of accredited domestic violence programme completions against target	40	43
INT3 Accredited general offending behaviour programmes	The number of accredited offending behaviour programme completions (excluding sex offender and domestic violence) against target	186	158
INT5 Unpaid work performance	The number of unpaid work completions against target	900	1134
INT6 DRR performance	The number of Drug Rehabilitation completions against target	115	162
INT7 Alcohol Treatment Requirement performance	The number of Alcohol Treatment Requirements (ATR) completions to be at least 20	53	105
INT11 Unpaid work stand-downs	The percentage of unpaid work offender days which are lost because of stand-downs on the day against target	3.5%	1.8%

C. Workload and Activity Statistics

Orders	2008/2009	2009/2010	2010/2011	2011/2012
Life Sentence	2	7	13	2
Stat Post-release supervision	562	668	673	672
Community Order	2589	2255	2384	2329
Indeterminate Public Protection	14	16	14	18
Community Rehabilitation Order	29	13	5	4
Community Punishment Order	37	26	15	2
Immediate Custody	-	1321	1145	1019
Suspended Sentence Order	829	872	771	748
TOTAL	4062	5178	5020	4794

Caseload	At 31.03.2009	At 31.03.2010	At 31.03.2011	2011/2012
Life Sentence	126	120	135	140
Stat post -release supervision	488	525	493	558
Community Order	1919	1869	1644	1638
Indeterminate Public Protection	75	92	106	121
Community Rehabilitation Order	50	29	23	4
Community Punishment Order	37	24	5	1
Custody	-	763	753	715
Suspended Sentence Order	758	761	630	610
TOTAL	3453	4192	3789	3787

Amount of PSRs written	2008/2009	2009/2010	2010/2011	2011/2012
Crown Court	1026	959	1056	813
Magistrates Court	1438	992	1181	660
TOTAL	2464	1951	2237	1473
Amount of SSRs/FDRs written	2008/2009	2009/2010	2010/2011	2011/2012
Crown Court	23	113	46	190
Magistrates Court	1151	1477	1277	1873
TOTAL	1174	1590	1322	2063

Community Punishment Hours	2008/2009	2009/2010	2010/2011	2011/2012
Amount of hours ordered	216,500	243,000	207,200	188,800
Amount of hours worked	145,400	174,500	168,900	147,300
Victims				
Total number of victims contacted within 8 weeks of sentence	103 (April-Dec)	133 (April-Dec)	154 (April-Dec)	171 (April-Dec)

D. Names of Board Members & Official Contact Address

Mr James Kelly – Chair

Mr Keith Austin

Mr David Chantler, Chief Executive

Judge Alistair McCreath

Mr Leon Murray, MBE,DL

Mrs Bridget Nisbet

Mrs Valerie Reynolds

Mr Andrew Strong

Mrs Libhin Bromley – Board Advisor

Mrs Elaine Hickman – Board Advisor

Secretary to the Board – Mr Norman Stott

Treasurer to the Board – Mr Graham Mallinson

West Mercia Probation Trust

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Management Commentary Part 2: Financial Review & Remuneration Report

Statutory Background

With effect from 1st April 2008 the West Mercia Probation Board was dissolved and established as a Probation Trust under the Offender Management Act 2007. Under the act the new Trust has been set-up in order to support the strategic aims and current Public Service Agreement of the Ministry of Justice. The West Mercia Probation Trust has as their purpose the delivery of probation service under contract with the Secretary of State.

Accounts

Each Trust is required under Schedule 1, paragraph 13(1) of the OM 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, and

Under Schedule 1, paragraph 14(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

West Mercia Probation Trust covers the West Mercia police area, as defined in Schedule 1 of the Police Act 1996, serving a population of approximately 1.19 million. During the year, the Trust employed some 314 full time staff that worked from 10 buildings and 1 hostel across the area.

Each area 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 Executive (CE) is a statutory office holder and as the first Chief Executive to the Trust was appointed by the Secretary of State. Future Chief Executives will be appointed by the appointed members. The CE is the Accountable Officer for the Trust and is accountable to the Chief Executive of NOMS who in turn is responsible to Parliament and to Ministers in consolidating the probation accounts within the ministerial accounts.

The CE as Accountable Officer, 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 Trust are members of the Local Government Pension Scheme. Details of pension arrangements are set out in Note 4 to the Accounts.

Appointments

A Probation Trust shall consist of a Chairman and not more than five other members appointed by the Secretary of State; and the Chief Executive. The Chief Executive, being the first Chief Executive of the Trust was appointed by the Secretary of State.

The terms of employment of the appointed members are for the Secretary of State to determine. The Chief Executives terms of employment are determined by the Trust.

There is no requirement for a Trust to have a Judge appointed by the Lord Chancellor on the Board.

Public Interest

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

The Trust observes the principles of the CBI "Prompt Payment" Code and aims to pay all approved invoices within 30 days. In 2011-12 96.08% of undisputed invoices were paid within 30 days (*comparative: 2010-11 93.78%*).

Management

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

Mr David Chantler (Chief Executive) and Mr James Kelly (Chair) who was reappointed for 3 years from 1st April 2011. Mr K Austin, Mr L Murray, Mrs B Nisbet, Mrs V Reynolds and Mr A Strong as members. Mrs L Bromley and Mrs E Hickman are Associate Board Members. Mr A Strong resigned on 31st December 2011.

The Remuneration Report contains information about the Management Boards' remuneration.

External Accountability

Under paragraphs 13-14 of Schedule 1 of the Offender Management Act 2007 the Trust 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 West Mercia Probation Trust. Their Certificate and Report is included at pages 25 to 28.

Post Balance Sheet Events

There were no material events after the balance sheet date.

Remuneration Report

Name	Role	2011-12		2010-11	
		Salary £000	Benefits in Kind (to nearest £100)	Salary £000	Benefits in Kind (to nearest £100)
David Chantler	Chief Executive Officer	90-95	None	90-95	None
James Kelly	Chair	15-20	None	15-20	None
K Austin	Board Member	5-10	None	0-5	None
L Bromley	Associate Board Member (with effect from 1.1.11)	0-5	None	0-5	None
P Davidson	Board Member (resigned 31.3.11)	0-5	None	0-5	None
M Foley	Board Member (resigned 31.12.10)	0	None	0-5	None
E Hickman	Associate Board Member (with effect from 1.1.11)	0-5	None	0-5	None
K Hockenhull	Board Member (resigned 30.9.10)	0	None	0-5	None
D Muhl	Board Member (resigned 31.3.11)	0-5	None	0-5	None
L Murray	Board Member	0-5	None	0-5	None
B Nisbet	Board Member	5-10	None	0-5	None
V Reynolds	Board Member	5-10	None	0-5	None
A Strong	Board Member (resigned 31.12.11)	0-5	None	0-5	None

Pension Benefits

Name	Total accrued pension at aged 65 at 31 March 2011 and related lump sum	Real increase in pension and related lump sum at age 65	CETV at 31 March 2011	CETV at 31 March 2010	Real increase in CETV	Employer Contribution to partnership pension account
	£000	£000	£000	£000	£000	(to nearest £100)
David Chantler	50 -55 105 - 110	0 - 2.5 0 - 2.5	853	868	- 15	-

Pension Benefits

Name	Total accrued pension at aged 65 at 31 March 2012 and related lump sum	Real increase in pension and related lump sum at age 65	CETV at 31 March 2012	CETV at 31 March 2011	Real increase in CETV	Employer Contribution to partnership pension account
	£000	£000	£000	£000	£000	(to nearest £100)
David Chantler	55 - 60 110 - 115	0 - 5 0 - 5	929	853	76	-

All Ministry of Justice appointed Trust members receive non-pensionable remuneration of £15.40 per hour from 1 April 2007. Boards at their discretion may pay a travelling allowance and any other relevant expenses incurred.

Three Board Members, K Austin, B Nisbet and V Reynolds, agreed during 2011-12 that they would be paid a standard 28 hours per month based on £15.40 per hour. All other Members and Associate Members are paid at £15.40 per hour.

Trust Members are initially appointed for a three year period, which may be extended for a further three years. The Secretary of State may give written notice of termination of service to Trust Members without a specified notice period. Trust Members may at any time resign office, giving written notice to the Secretary of State. Chief Executives are appointed by the Trust on a permanent basis and are subject to three calendar months notice in writing either way.

Chief Executive's performance pay is determined by the Trust against criteria set by the Ministry of Justice. There is no performance element for other Board Members.

Up to 4% of Chief Officer pensionable pay is determined by performance conditions.

The ratio between the median remuneration of WMPT's staff and the mid point of the banded remuneration of the highest paid Director, i.e. the Chief Executive, is 3.5:1. The Median salary of the Trusts' employees, for calculation of the pay ratio, is £23,130.

David Chantler
Chief Executive and Accountable Officer for the Trust
13th June 2012

The Statement of Accountable Officer's Responsibilities

Under paragraph 13.1 (b) of Schedule 1 to the Offender Management Act 2007, the Secretary of State has directed the West Mercia Probation Trust to prepare, for each financial year, resource accounts detailing the resources acquired, held or disposed of during the year and the use of resources by the Board during the year. The accounts are prepared on an accrual basis and must give a true and fair view of the state of affairs of the Board and of its income and expenditure, recognised gains and losses and cash flows for the financial year.

In preparing the accounts the Chief Executive Officer, as Accountable Officer, was required to comply with the requirements of the *Government Financial Reporting Manual* and in particular to:

- 1 Observe the Accounts Direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- 2 Make judgments and estimates on a reasonable basis;
- 3 State whether applicable accounting standards, as set out in the *Government Financial Reporting Manual*, have been followed, and disclose and explain material departures in the financial statements, and
- 4 Prepare the financial statements on a "going concern" basis.

The Secretary of State appointed the Chief Executive as the Accountable Officer of the Board.

The responsibilities of the Accountable Officer (which is equivalent to that of an Accounting Officer), including responsibility for the propriety and regularity of the public finances for which the Accountable Officer is answerable for keeping proper records and for safeguarding the Board's assets, are set out in the Accountable Officers' Memorandum issued by the Secretary of State. The Accountable Officers' Memorandum is published in "*Managing Public Money*" produced by HM Treasury. Under the terms of the Accountable Officers' Memorandum, the relationship between the Department's and Trusts' Accountable Officers, together with their respective responsibilities, is set out in writing.

Governance Statement

As Accounting Officer it is the Chief Executive's responsibility to manage and control the resources used within West Mercia Probation Trust. This Governance Statement explains how these duties have been carried out in the course of the year. It encompasses discussion of both corporate governance and risk management.

West Mercia Probation Trust operates a scheme of delegated authority and budgets. With the exception of tasks retained specifically by the Chief Executive, which will be detailed later, all operations of the service are managed by one of two Directors.

The Director of Operations is responsible for the management of the four Local Delivery Unit Managers and for achieving operational targets within the four LDUs. The LDUs are co-terminous with the four Local Authority areas that make up West Mercia i.e. Worcestershire, Telford & Wrekin, Shropshire and Herefordshire. The Director of Operations has also been responsible, during the year under review, for the Business Development Unit and for the AIM (Active Inclusion to Mainstreaming) European Social Fund project which is a regional project piloting innovative approaches to engaging offenders with the labour market. The AIM project has been extended for a further year and is now expected to come to an operational end during 2012/13. The strategic management of the Business Development Unit is under review as part of a consideration of the creation of an organisational development unit during the course of 2012/13.

The Director of Operations also carries responsibility for day to day liaison with our strategic operational partner, Youth Support Services, in the format of the 'One Step Beyond' partnership. Through the LDUs the Operational Director also exercises responsibility for our contracts with the prisons in West Mercia and for the approved premises at Braley House in Worcester.

The Director of Finance and Business Services is responsible for all support services across the Trust. As a result of a Board decision taken on 1st September 2010 he is also Treasurer to the Probation Board. The Director of Finance and Business Services is supported by the managers of the following units:

- a) ICT
- b) Personnel
- c) Finance
- d) Performance

He is also responsible for the interface with national contracts on IT systems, facilities management and property as well as that with our Commissioning and Procurement contractor, Excalibur Procurement Services Limited.

The Chief Executive is directly responsible for the Head Office Business Manager and, through her, the Head Office Secretariat and the systems managed in that unit, the Communications and Public Relations Manager and all the Learning and Development Unit through the Head of Learning and Development. It is proposed to broaden the remit of the Learning and Development Unit into an organisational development capability during the course of 2012/13 and the Chief Executive will retain responsibility for this organisational development function.

The Trust structures its governance function to follow the form of the operational organisation with Portfolio Holders responsible for:

- a) Resources
- b) Operations
- c) Partnerships

Governance functions a) and b) have clear lead Directors; the Partnership Portfolio Holder relates to both Directors and the Chief Executive as partnerships can operate in any of the Trust's functions.

Together the three Portfolio Holders, the Chair of the Board, the Chief Executive Officer and the two Directors form the Operational Board which is a committee of the Trust Board. The Chair of Audit is invited to attend Operational Board meetings but is not a member; Portfolio Holders are not allowed to be members of the Audit Committee. The only other Standing Committee of the Trust Board is the Audit Committee. The additional members of the Trust Board consist of non Portfolio Holders and the two associate members.

Directors meetings, Senior Management Team meetings i.e. the Directors plus the LDU Managers and other senior staff, Operational Board and Trust Board meetings all follow a similar structure of agenda with standing items of Portfolio Holder lead material i.e. partnerships, resources and operations. All of these strategic meetings work from a common data pack which is updated on a monthly basis and so ensures both consistency and timeliness of the information upon which decisions both in governance and in operations are taken.

The Board has developed this approach to corporate governance based on its understanding, initially, of the 'Cadbury Principles' and more latterly on the Governance Code as it has developed. The Trust was keen to assure itself, its stakeholders and wider community that it had succeeded in this aim and commissioned a corporate governance internal audit report which took place during the year under review. The rating from the Internal Audit and Assurance Unit was 'Green' and the Trust Board is reassured that it has demonstrated its commitment to good governance both in the changes it has made and in asking for this audit report to test out its work.

The Audit Committee

"The Audit Committee is established by a specific resolution of the Probation Trust Board as a means of demonstrating the Board's commitment to the highest standards of probity and propriety in the use of public funds. The Committee helps to promote:

- A climate of financial discipline
- The development and maintenance of internal control systems
- The quality of financial reporting
- The contribution of audit (internal and external)
- Corporate governance

The Committee has no executive powers and any actions it recommends are subject to the approval of the Probation Trust Board."¹

¹ WMPT Audit Committee Terms of Reference, 1 April 2011, which are available on request. Details on our website.

The Audit Committee exercises the following functions on behalf of the Probation Trust Board:

- Scrutiny of the annual internal audit plan and medium term strategy;
- Review of the external audit plan;
- Review internal audit performance, ensuring that the standard and quality of audit coverage and the response made to audit reports are appropriate and meet necessary standards and guidelines;
- Consider progress of external audits and receive reports from the external auditor on responses to recommendations made;
- Receive and consider draft annual Audit Letter and agree a draft Action Plan in response to the recommendations;
- Provide support to both internal and external auditors and encourage joint working arrangements to enhance the value of the overall audit resource;
- Receive information about general audit developments and consider the implications for the Probation Trust Board;
- Review the effectiveness of the Trust's systems of internal controls including the operation and application of Financial Regulations/Instructions;
- Review the Trust's internal and external financial statements and reports ensuring that these reflect best practice;
- Consider and agree the draft Statement of Accounts prior to their submission for audit together with accounting policies underlying the Statements;
- Review the operation of the Trust's Code of Practice for members and its Code of Practice for staff (including any Fraud and Corruption Policies);
- Consider and undertake such other matters as the Board may determine;
- Value for Money;
- Risk Management.

At the end of each year it receives an Annual Report on Internal Audit Activity which gives overall assurances that those issues that it has directed should be audited have been reported on. It is also able to follow progress in implementing Internal Audit recommendations through our own tracking reports which are presented to both the Audit Committee and to the Operational Board.

This year there were no "high category" recommendations from any of the eight reports; there were eight "medium category" recommendations, all of which were accepted as well as the low category recommendations.

This led the Internal Auditor to comment, in his year end report:

"This opinion, (the Audit Opinion), is based primarily on the work conducted during the year but also takes into account observations during attendance at Audit Committee meetings. It also takes into account our confidence in the extent to which agreed actions to remedy weaknesses are implemented by due dates.

It is in this context that I am able to report...I am able to give a reasonable assurance that the Trust's overall risk, control and governance framework is generally adequate to enable the achievement of its objectives and that the key risks to the Trust are being effectively managed."

That the Trust is indeed being successful is indicated by the initial feedback from the Offender Management Inspection carried out late in the year by Her Majesty's Inspectorate of Probation. Whilst we cannot comment in detail upon this until they have been published in their final form by HMIP, we are confident that they will be very positive and will feed through into the Probation Trust Rating System (PTRS) as band four "outstanding" performance.

Risk Management

During the year the Audit Committee has used the risk management system to assure itself that the mitigation plans in relation to the identified risks are appropriate and are being implemented. A particularly significant example of this has been the review of the Regional Training Consortium which saw the Audit Committee ask questions about value for money in relation to training arrangements as the needs of our particular business model did not seem to be reflected in what the Consortium had on offer. The result of our review was that West Mercia should attempt to renegotiate the terms of engagement and, if that was not successful, to give notice of our intention to withdraw. This was managed under the scrutiny of the Audit Committee to ensure it was done in

a way that did not bring down excess costs to this Trust from an over-hasty withdrawal. In fact, the consequence of our review was that all members of the Consortium agreed to its closure and, in its audit plan for the coming year, the Audit Committee has included an internal audit of the closedown process to assure itself that that is being carried out efficiently and effectively.

As Accountable Officer, and along with the Board, I have been concerned that the process of increased devolution to the Local Delivery Units, and integration of functions at that level, should be mirrored by an increasingly robust project and risk management capability on behalf of the whole Trust. Consequently, after an appraisal of the product, the Trust decided to purchase and deploy PAM (Platform for Achieving More). The Strategic Plan and other key change management projects have been loaded on PAM, which is a web based system, both freeing us from the constraints of the Steria infrastructure and ensuring that it can be accessed remotely and at all times by those using the system. In particular I would draw attention to the use of PAM in structuring the project to appraise the value for money or otherwise of the Regional Training Consortium which caused this Trust to give notice of its membership of that Consortium, and the use by senior managers to conduct their assessments of the impact of the Standard Benchmarking and Costing (SBC) schedules provided by NOMS.

PAM also contains, within its structure, a risk management tool which we have adopted in place of our previous '4Risk' system. As the company behind PAM works extensively with other probation trusts the risk management tool is compliant with Ministry of Justice/NOMS risk approaches and because it is integrated to the overall project management system it is a more appropriate tool.

Whilst as Accountable Officer I take personal responsibility for the risk management assessments, the operational custodian of the system is the Director of Finance and Business Services. The risk log is reviewed in Directors meetings and at the Operational Board as well as being reported to the Trust Board meeting. The fact of the operation of the risk management system is reported regularly to the Audit Committee which is not intrinsically concerned about the nature of the risk but does take responsibility for ensuring that the system is maintained.

Summary of Risks Identified

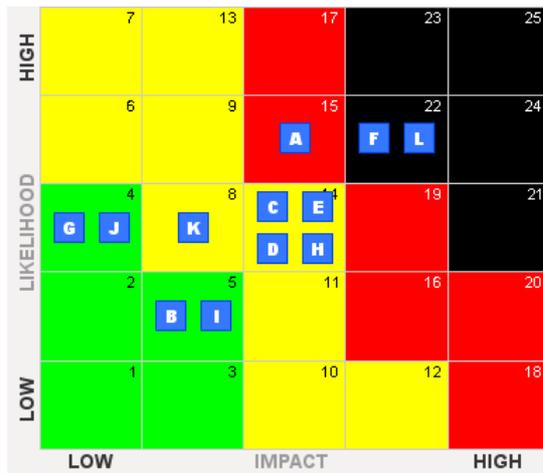
Towards the end of the year, two key risks have emerged which have been described in the terms used in the risk log below. These are the increasing financial pressure on the voluntary and community sectors from the general economic and financial problems in the economy and the Probation Review, which is due to conclude on 22 June 2012.

The first of these is of particular significance to us because of the centrality of partnerships with the VCS to our strategy and if those organisations find themselves in difficulties there is a clear risk to our medium term financial strategy.

The second issue, the Probation Review, poses risk in two dimensions. At face value the review canvasses approaches to probation work that are very similar to those pioneered in West Mercia and there is much to welcome in the review. However the uncertainty about the size of Commissioning Trusts does pose a risk to West Mercia specifically and to the significance of localism in general. We are concerned about so called "Super Trusts" which would not be close enough to their communities to commission "intelligently". It also poses a risk when taken in conjunction with the parallel review of Community Sentences, as we could face a situation in which we are no longer allowed to deliver "compatible" services, but those services are no longer required as the sentences for lower tier offenders change. This does raise the issue of the costs, and who bears them, of reconfiguring the workforce to deliver a smaller proportion of the work, whilst some of what we are no longer permitted to do is not actually required of anyone so there is no "undertaking" to transfer to another employer.

These two major risks have been identified and categorised, through our risk management system, as "black".

The year end risk map for the Trust is shown below, as are the actions planned in relation to monitoring these two priority risks. This is taken directly from the Trust's Risk Log.



Risk F: Description: 10/04: Role and development of the voluntary sector is impacted by reducing external funding opportunities

Potential impact: The WMPT Strategic Plan assumes that the probation sector can be enhanced through development of the Voluntary Sector. This is dependent on the continuing availability of other sources of external funding. Currently the total amount involved is approximately £400,000. Cuts in external funding for the Trust and Voluntary Sector organisations could have an impact on service delivery Control activity: Combination of actions. Maintaining BDU Strengthening input into Community Budgets Pursuing "Invest to Save Strategy" in relation to VCS Strategic Away day for One Step Beyond achieving a better cost structure to purchasing from YSS Developing examples of good practice in commissioning with CFWM.

Control activity: Combination of actions. Maintaining BDU strengthening input into Community Budgets Pursuing "Invest to Save Strategy" in relation to VCS Strategic Away day for One Step Beyond achieving a better cost structure to purchasing from YSS developing examples of good practice in commissioning with CFWM.

Next action: Complete Organisational Development Plan, with particular reference to Objective 5 re Partnerships and Commissioning continue to identify investment opportunities with VCS. Continued development of VCS. Planning day with YSS successfully clarified relationship, move away from dependence on probation funding and towards joint development of opportunities, e.g. Impetus Trust. Also develop thinking about establishing a CIC with an asst lock around funding 3rd. Sector providers- current discussion with Excalibur and with (name removed) at BWB Solicitors.

Risk L: Description: 12/02: Impact of the Probation Review changes the strategic direction of the Trust.

Potential impact: Changes in sentencing and the purchaser / provider split fundamentally change the type of service to be delivered and the organisational structure of the Trust.

Control activity: Combination of actions. Engage in the consultation process to influence the outcome of the review.

Next action: Hold consultation events with: sentencers, staff, MPs, voluntary sector organisations and other stakeholders. May Board Meeting to discuss the Probation Review prior to response in June 2012.

Develop commissioning capacity, if possible with other Trusts to demonstrate capacity to be a "Commissioning Trust".

There have been no additional ministerial directions given to the Trust during the course of the year. We have had to deal with one lapse of data security which I consider to be material against the test that we did refer it to the office of the Information Commissioner. In this incident an employee of the Trust, at middle management level, used information gleaned from our systems to inform neighbours about the nature of an individual's offending. In addition to reporting this to the office of the Information Commissioner, an internal investigation resulted in disciplinary processes and a demotion to a non-management role for the member of staff concerned.

Sustainability Report

Introduction

It is now mandatory for all central government bodies to produce Annual Reports and Accounts in accordance with the Government Financial Reporting Manual (FRoM) to include a discrete section of sustainability information and related costs.

This is our first Sustainability Report. It forms part of the MoJ consolidated report in the annual report and accounts.

West Mercia Probation Trust adopted its current Sustainable Development Policy on 21st June 2011, that is, within this operating and reporting year. This is due for review in 2013 and is available on our web site.

We are committed, through that policy, to the following seven objectives:

1. *Build capacity of staff, partners and beneficiaries to implement sustainable development at a personal and professional level.*
2. *Ensure prudent procurement and use of sustainable resources in all that we do.*
3. *Develop and implement a sustainable procurement policy and implement an efficiency for sustainability plan.*
4. *Minimise the production of waste in our activities and ensure the maximum amount is re-used and recycled.*
5. *Further improve communications with employers, local and regional agencies, suppliers and other key stakeholders demonstrating how our programmes support regional environment and social priorities.*
6. *Promote our services to all beneficiaries and prioritise activities which will deliver most sustainability outcomes.*
7. *Minimise space wastage and maximise the use of available community resources.*

Clearly we have to recognise that our actions are constrained by the national contracts that exist in relation to property and facilities management. We have, for instance, reported the negative impact of the lack of thermostatic controls on radiators at our largest office in Worcester.

We focus on the environmental challenges that most affect our estate and are within our control. This includes environmental impact of our energy and water use, waste generation and recycling together with the costs associated with each of these. Our priority is to reduce our carbon dioxide emissions from both our estate and our business travel.

Scope

This report covers all locations occupied by us where we pay for utilities directly. Travel data includes travel by all our staff regardless of their location. Under the terms of its own Sustainability Policy, West Mercia Probation Trust is committed to controlling and, where possible, reducing the environmental impact of its activities. Both our work during the year and this account of it seek to demonstrate what we have achieved but we are constrained both in the activities and the accounting by our indirect relationship with the control of contracts and the receipt of performance information.

Greening Government Commitments (GGC)

Despite the control difficulties that we have encountered we are pleased that, overall, the Ministry of Justice is making generally good progress against the Greening Government Commitments (GGC) and these are summarised in the table below.

The GGC commenced on 1st April 2011 and replaced the Sustainable Operations on the Government Estate targets. The GGC requires departments to take action to significantly reduce their own impact on the environment by 2015, compared to an 09/10 baseline.

It is our hope that closer involvement within the Trust in the utilisation of property and facilities will enable us to make a more active contribution in the future.

Table A: Summary of Our Reported Performance

Benchmark measures			2011/12
Annual tCO ₂ buildings by unit areas (m ²)	476 tCO ₂	4,959 m ²	0.1 tCO ₂ / m ²
Annual tCO ₂ emitted buildings per person (FTE)	476 tCO ₂	330 fte	1.4tCO ₂ /fte
Cost per energy unit (kWh)	£ 83,760	1,869,460 kWh	£0.04 /kWh

Annual water consumption per person (m ³ /FTE)	2,835 m ³	330 fte	8.6m ³ /fte
Annual waste per person (FTE)	85 Tonnes	330 fte	0.3 tonnes/fte
Paper use per person	5063 Reams	330 fte	15.3 reams/fte

Our Governance and Standards

As previously described the Trust has a recent policy document on Sustainability and it is overseen by the Operational Board within the West Mercia structure with the Chief Executive taking a particular interest in the issues. The various initiatives that are in place and referred to in this report have not been in place long enough for reliable information to have been gathered but a review of the first year's achievements is scheduled and from this baseline we will be setting targets for the balance of year 2. Day to day responsibility for the environmentally responsible use of resources is exercised through the Resources Officer in each of our Local Delivery Units.

About our Data

There are limitations to the accuracy of our financial and non-financial sustainability data and we continue to improve the quality.

Current energy, water and waste reporting systems take 8 weeks for data to be released from MoJ. Because of the publication deadlines of this report, the final quarter of 2011/12 is estimated using data from the final quarter of 2010/11. MoJ plans to roll out a smart meter project which will improve the speed of data gathering and therefore remove the requirement to estimate final quarter data.

Contact

The Trust is developing an Organisational Development Function as part of its Organisational Development Plan for 2012-13 and the contact point for policy in regard to the Sustainability Policy will be the OD Manager.

The contact point for enquiries around technical issues such as emissions, facilities and property management is the Director of Finance and Business Services; both posts are based at Head Office in Kidderminster and contact details are available from our web site.

Sustainability Activity 2011-12

Whilst we are limited in what we can report in that we are only responsible for the services for which we are directly billed, we have taken action in those areas within our control.

Travel

The Trust has identified travel as a major contributor to pollution, given the rural nature of West Mercia and the potentially high number of journeys that could be generated.

We have therefore invested significantly in video conferencing technology which has facilitated managerial one to one supervision and accountability sessions, replaced meetings and consultation events, and on the service delivery side facilitated contact with prisoners held outside the local area, something that has become more of a problem with the re-rolling of HMP Shrewsbury and the movement of the remand and local facilities to Dovegate in Derbyshire.

We take action to enforce car sharing, through only paying mileage allowances in relation to shared journeys.

We have reduced to a minimum the number of essential user posts and operate tight procedures on the use of public transport and hire cars, which discourages the casual use of vehicles.

We have introduced a salary "sacrifice" scheme to enable staff to purchase bicycles to travel to work at advantageous rates and this has been taken up most enthusiastically at our Hereford office which has the worst traffic management problems within West Mercia, and where taking vehicles off the road through this method will have a disproportionate effect.

Whilst national property contracts and charging arrangements drive the use of large town centre offices as being financially efficient we have developed a network of local arrangements to facilitate offenders being supervised more locally, most notably the network of Care Farms which offer specified activity in local areas and are reducing the use of general offending behaviour programmes in our offices.

We have moved from having a whole staff conference annually to having one every two years to place the focus on the LDU but reduce the incidence of vehicle use and to shift the focus to a more local mindset.

Re-cycling

All offices have both internal and external re-cycling bins so that only un-recyclable material goes to landfill.

As part of our financial control of resources we ensure that all scrap paper is used, for instance, for messages, rather than binned after a single usage journey.

Our only site in which we offer catering facilities, the Training Suite at Head Office, uses only beverages that are dispensed in recyclable packaging. The Training Department also utilise pens made from recycled materials.

We recycle:

- printer toners/cartridges
- batteries
- dry waste - cans, plastics, cardboard, paper
- confidential waste paper

Example of engagement with our Sustainability Policy:

“At our Approved Premises, Braley House, we have a gardening project, where residents are planting vegetable seeds to produce their own food. Last year the tomato harvest was huge and enjoyed by many. We compost garden waste and reuse as a soil improver.

One resident actively renovates old bikes which he resources himself. Most residents use bicycles, not cars.

Staff actively recycle paper, plastic, tins and glass from the kitchens and offices. We use the council's Green Bin recycling service.

I recycle the printer cartridges straight back to HP, who provide pre-paid labels on their website.

I always try to reuse envelopes - especially for internal post - and would like to see teams send me paperwork in used envelopes.

We reuse large envelopes for filing purposes.

Staff's weekly planners are reused as scrap paper for telephone messages. ”

Office Procedures

All sites feature posters on the need to turn off lights etc. and all screens and computers are turned off overnight rather than being left on standby.

The Trust has switched to multi-functional printers which has assisted in rationalising the amount of photocopying undertaken and which also power down every half an hour.

Training and Development

We have given notice of our intention to withdraw from the Midlands Training Consortium, which in turn has caused the Consortium to set its own close-down date. This was, in some degree, influenced by the long journeys required to their centralised location at Fort Dunlop in Birmingham. At the centre of our new locally-based training offer we are introducing a significant amount of e-learning, avoiding the need for training related travel completely.

DETAILED PERFORMANCE DATA YEAR BY YEAR for Estates

GREENHOUSE GAS EMISSIONS		2009/10	2010/11	2011/12	
Non-Financial Indicators (tCO ₂)	Gross emissions for scopes 1 & 2	500	518	476	
Financial Indicators (£K)	Expenditure on official business travel				

PERFORMANCE COMMENTARY

Reported carbon dioxide emissions from our buildings have fallen against the 2009/10 baseline but the small number of reported buildings and uneven billed periods make detailed analysis difficult at this point. An additional factor in the small reduction in 2011/12 is probably attributable to vacating Courtside House premises in Telford.

Carbon dioxide emissions from travel are shown in a separate section below.

TARGETS

From 1 April 2011 new Greening Government Commitments require us to reduce greenhouse gas emissions from a 09/10 baseline from the whole estate and business-related transport and cut domestic business travel flights by 20% by 2015 from a 09/10 baseline.

CONTROLLABLE IMPACTS COMMENTARY

As we are not billed directly for our buildings it is not possible to calculate what proportion of the costs of emissions are from electricity, gas or oil.

OVERVIEW OF INFLUENCED IMPACTS

West Mercia Probation Trust continues to pursue a policy of co-location and buying in of services from partner agencies. This will have a positive effect on the travel side of our budget, reducing vehicle-related emissions, but does place estate related emissions in the hands of our suppliers.

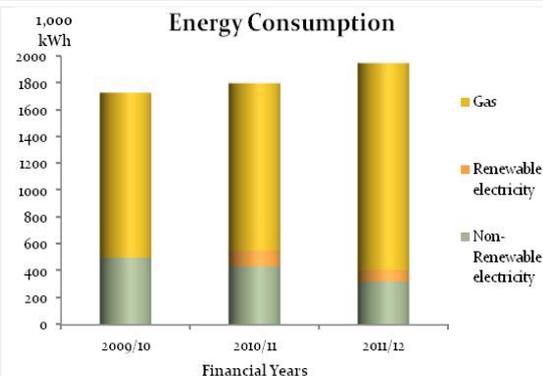
DESCRIPTION OF TERMS, SCOPE AND DATA QUALITY

We only report energy use in buildings where we are directly billed and responsible for the payment. Travel data includes travel by all our staff regardless of their location.

Current energy, water and waste reporting systems take 8 weeks for data to be released. Because of the publication deadlines of this report the final quarter of 2011/12 is estimated using data from Q4 2010/11. MoJ plan to roll out a smart meter project which will improve the speed of data gathering and therefore remove the requirement to estimate final quarter data.

We do not have data on fugitive emissions (for this year but we intend to collect this information in future years if applicable).

Managing energy use from buildings			2009/10	2010/11	2011-12
Non-Financial Indicators	Energy Consumption (kWh)	Electricity: Non-Renewable	500,541	434,591	307,558
		Electricity: Renewable	-	115,524	80,753
		Gas	1,227,664	1,247,113	1,481,149
		Other (Oil)	-	-	-
		Total kWh	1,728,205	1,797,228	1,869,460
Financial Indicators (£)	Total Energy Expenditure	91,768	84,308	83,760	



PERFORMANCE COMMENTARY

Reported energy use from our buildings has risen slightly against the 2009/10 baseline but the small number of reported buildings and uneven billed periods make detailed analysis difficult at this point.

Renewable energy was available in 2009/10 but the amount is not known. 2010/11 is based on 2011/12.

CONTROLLABLE IMPACTS COMMENTARY

Where West Mercia Probation Trust is able to exercise direct control, i.e. where thermostatic valves are fitted to radiators, the use of heating is controlled through our Resource Officers. However, there are constraints to our ability to pursue this approach, for instance through the lack of such valves being fitted in our largest office in Worcester. Elsewhere in this report we detail that our multi-functional printers power down and identify that we encourage staff to turn off lights and display screens when not in use.

OVERVIEW OF INFLUENCED IMPACTS

We consider ourselves to be at the end of a long supply chain in relation to Estates and Facilities Management and have found it extremely difficult to influence national contracts to effect the changes on the ground that would improve performance in these areas.

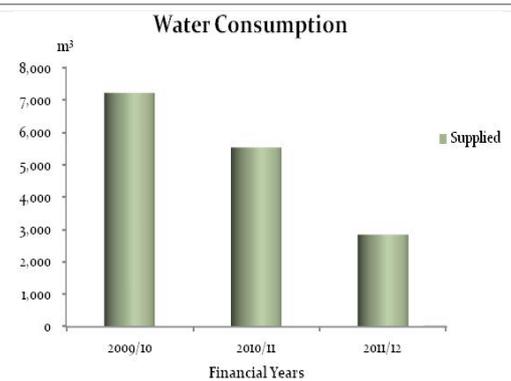
DESCRIPTION OF TERMS, SCOPE AND DATA QUALITY

We only report energy use in buildings where we are directly billed and responsible for the payment.

Current energy, water and waste reporting systems take 8 weeks for data to be released. Because of the publication deadlines of this report the final quarter of 2011/12 is estimated using data from Q4 2010/11. MoJ plan to roll out a smart meter project which will improve the speed of data gathering and therefore remove the requirement to estimate final quarter data.

2009/10	10 buildings reported electricity use and 8 reported gas use.
2010/11	10 buildings reported electricity use and 8 reported gas use.
2011/12	6 buildings reported electricity use and 6 reported gas use.

Managing water use			2009/10	2010/11	2011/12
Non-Financial Indicators	Water Consumption (m ³)	Supplied	7,201	5,524	2,835
		Abstracted	-	-	-
Financial Indicators (£)	Invoiced Water Supply Costs		21,651	16,741	9,298



Financial Year	Water Consumption (m ³)
2009/10	7,201
2010/11	5,524
2011/12	2,835

PERFORMANCE COMMENTARY

Water consumption is reducing largely because of the fewer number of buildings in the estate and particularly the closure of our in-house training facility in Kidderminster which was the only office in which catering and consequent heavy use of a dishwasher took place, and where we were drawing on water to maintain the grounds.

TARGETS

From 1 April 2011 new targets (GGC) require us to reduce water consumption from a 2009/10 baseline, and report on office water use against best practice benchmarks.

- a. ≥6 m³ water consumption per FTE poor practice
- b. 4m³ to 6m³ per FTE good practice
- c. ≤4m³ per FTE best practice
- d. % offices meeting best/good/poor practice benchmark.

At 8.6 m³ per FTE we still have progress to make in the use of water. We do not have information to attribute this by office.

CONTROLLABLE IMPACTS COMMENTARY

Water use is almost exclusively from washrooms and drinking. Most locations have dishwashers and whilst water is used in heating, these are closed systems and therefore with minimum water loss. Showers were installed in some of our offices to encourage the use of cycles and any saving in the use of water by decommissioning this facility would need to be offset against the rise in emissions from the use of motor vehicles.

OVERVIEW OF INFLUENCED IMPACTS

West Mercia Probation Trust is involved in specified activities from care farms. These farms will use considerable amounts of water in support of both livestock and arable activities. Whilst this is not directly attributable to the Trust, it will increase the use of water associated with our work with offenders.

DESCRIPTION OF TERMS, SCOPE AND DATA QUALITY

We only report water use in buildings where we are directly billed and responsible for the payment.

Current energy, water and waste reporting systems take 8 weeks for data to be released. Because of the publication deadlines of this report the final quarter of 2011/12 is estimated using data from Q4 2010/11. MoJ plan to roll out a smart meter project which will improve the speed of data gathering and therefore remove the requirement to estimate final quarter data.

2009/10	12 buildings reported water use.
2010/11	12 buildings reported water use.
2011/12	9 buildings reported water use.

Managing office waste			2009/10	2010/11	2011/12
Non-Financial Indicators (t)	Total waste		90	115	85
	Non hazardous waste	Landfill	37	49	47
		Re-used/Re-cycled	53	66	38
Financial Indicators (£)	Total disposal cost		10,451	12,831	8,572
	Landfill		2,927	3,903	3,786
	Reused/Recycled		7,524	8,928	4,787

Financial Year	Reused/Recycled	Landfill	Total
2009/10	53	37	90
2010/2011	66	49	115
2011/2012	38	47	85

PERFORMANCE COMMENTARY (INCL TARGETS)

Improved waste data and changes in the number of sites reporting waste data makes commentary difficult, however the steps reported elsewhere in this report to re-cycle maximum amounts of waste do seem to be bearing fruit.

We are taking steps to obtain accurate data on construction waste and will report on this in future years.

TARGETS

From 1 April 2011 new targets (GGC) require us reduce the amount of waste we generate by 25% from a 2009/10 baseline, cut paper use by 10% in 2011/12 and ensure that redundant ICT equipment is re-used (within government, the public sector or wider society) or responsibly re-cycled.

CONTROLLABLE IMPACTS COMMENTARY

We have communicated elsewhere in this report on our activities in recycling waste office materials and the use of designated re-cycling bins both within and exterior to our offices, resulting in a reduced amount of waste going to landfill.

OVERVIEW OF INFLUENCED IMPACTS

DESCRIPTION OF TERMS, SCOPE AND DATA QUALITY

We only report our waste in buildings where we receive data from our waste management company.

Current energy, water and waste reporting systems take 8 weeks for data to be released. Because of the publication deadlines of this report the final quarter of 2011/12 is estimated using data from Q4 2010/11. MoJ plan to roll out a smart meter project which will improve the speed of data gathering and therefore remove the requirement to estimate final quarter data.

2009/10 11 buildings reported waste data.

2010/11 15 buildings reported waste data.

2011/12 10 buildings reported waste data.

Travel

It is important that scopes 1 and 3 are differentiated

Scope 1

Transport that is owned or 'controlled' by the Trust

<u>Transport type</u>	<u>Distance (miles)</u>	<u>Conversion Factor (Kg)</u>	<u>tCO2e</u>
Petrol Cars	0	0.34094	0.000
Diesel Cars	0	0.31649	0.000
Petrol hybrid car		0.26683	0.000
LPG car	0	0.34728	0.000
Average car (unknown fuel)		0.33515	0.000
Sub total	0		
Van up to 3.5 tonne (all fuel types)	106,996	0.40544	43.380
HGV	0	1.4575	0.000
Sub total	106996		
Total	106,996		43.4

Scope 3

Transport not owned by the trust

<u>Transport type</u>	<u>Distance (miles)</u>	<u>Conversion Factor (Kg)</u>	<u>tCO2e</u>
Petrol Cars	77,162	0.34094	26.308
Diesel Cars	7,486	0.31649	2.369
Petrol hybrid car		0.26683	0.000
LPG car		0.34728	0.000
Average car (unknown fuel)	319,029	0.33515	106.923
Sub total	403677		
Van up to 3.5 tonne (all fuel types)	0	0.40544	0.000
HGV	0	1.4575	0.000
Sub total	0		
Black cab (per person)		0.3225	0.000
Taxi (per person)		0.2472	0.000
Bus		0.2175	0.000
Coach		0.0493	0.000
Sub total	0		
National rail	0	0.0910	0.000
International rail (Eurostar)		0.0243	0.000
Light rail and tram		0.1244	0.000
London Underground		0.1201	0.000
Sub total	0		
Official Travel - Air- Domestic		0.2789	0.000
Official Travel - Air- Short haul Int'l		0.1577	0.000
Official Travel - Air- Long haul Int'l		0.1840	0.000

Sub total		0
Total	403,677	135.6
Gross totals (travel)	510,673	178.980

Financials (£,000)

2010/11

Expenditure on business travel

£292

tCO2e from travel by vehicle/transport type 2011/12

Owned cars	0.0
Not owned cars	135.6
Owned vans & HGV's	43.4
Not owned vans & HGV's	0.0
Taxi & Bus	0.0
Rail	0.0
Air	0.0

Auditor's Report

ACCOUNTS OF LOCAL PROBATION TRUSTS IN ENGLAND AND WALES

ACCOUNTS DIRECTION GIVEN BY THE SECRETARY OF STATE IN ACCORDANCE WITH PARAGRAPHS 13(1) and 14(2) OF SCHEDULE 1 TO THE OFFENDER MANAGEMENT ACT 2007

1. This direction applies to the Local Probation Trusts (the Trusts) listed in the attached Appendix 1.
2. Each Trust shall prepare a statement of accounts for the financial year ended 31 March 2012 and subsequent financial years, in compliance with the accounting principles and disclosure requirements of the Government Financial reporting Manual ("the FReM") issued by HM Treasury and which is in force for the relevant financial year.
3. The accounts shall be prepared so as to:
 - give a true and fair view of the state of affairs of the Trust as at the financial year-end and of the comprehensive net expenditure, changes in taxpayers' equity and cash flows for the financial year and have been properly prepared in accordance with the Offender Management Act 2007;
 - provide disclosure of any material expenditure or income that has not been applied to the purposes intended by Parliament or material transactions that have not conformed to the authorities which govern them.
4. Compliance with the requirements of the FReM will, in all but exceptional circumstances, be necessary for the accounts to give a true and fair view. If, in these exceptional circumstances, compliance with the requirements of the FReM is inconsistent with the requirement to give a true and fair view, the requirements of the FReM should be departed from only to the extent necessary to give a true and fair view. In such cases, informed and unbiased judgement should be used to devise an appropriate alternative treatment which should be consistent with both the economic characteristics of the circumstances concerned and the spirit of the FReM. Any material departure from the FReM should be discussed in the first instance with NOMS Agency finance team and HM Treasury.
5. Additionally the Trusts shall be required to comply with all Probation Communication Notices to the extent that they build on the requirement of the FReM subject to the directions in paragraph 4.
6. This direction supersedes that provided by the Secretary of State to Probation Trusts dated 3 May 2011.
On behalf of the Secretary of State for the Ministry of Justice



Edward Kirby

8 March 2012

Appendix 1

35 Probation Trusts:

Avon and Somerset
Bedfordshire
Cambridgeshire & Peterborough
Cheshire
Cumbria
Derbyshire
Devon and Cornwall
Dorset
Durham Tees Valley
Essex
Gloucestershire
Greater Manchester
Hampshire
Hertfordshire
Humberside
Kent
Lancashire
Leicestershire & Rutland
Lincolnshire
London
Merseyside
Norfolk & Suffolk
Northamptonshire
Northumbria
Nottinghamshire
South Yorkshire
Staffordshire & West Midlands
Surrey & Sussex
Thames Valley
Wales
Warwickshire
West Mercia
West Yorkshire
Wiltshire
York & North Yorkshire

Accounts