

# Greater Manchester Probation Trust



## Annual Delivery Plan 2010 - 2011



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# 1. User Guide

Greater Manchester Probation Trust (GMPT) has developed a three-year strategic plan, which sets out our vision, aims and strategic priorities for the period 2009/2012. This annual delivery plan covers 2010/2011 and therefore sets out the specific objectives and delivery arrangements for the second year of the three-year plan.

This information will be made available, on request, in large print, Braille, audio cassette and is also available in other languages. Please contact our PR and Communications Unit at the address below.

Macluumaadkaani waxaa lagu helaa, marka la codsado, dabaacaad balaaran, farta indholayaasha, iyo ayadoo cajal la dhageeysto ku duuban. Waxaa kaloo lagu heli karaa luqado kale, haddii loo baahdo. Fadlan kala xariir Waaxda Isgaarsiinta iyo Xiriirka Dadweynaha telefoonka 0161 872 4802 (PR & Communications Department)

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The three-year strategic plan and the annual delivery plan are available on GMPT's website.

We welcome feedback and if you have any comments to make about either of these plans please contact the Chief Executive at the above address.

## 2. Foreword

Greater Manchester was early to achieve Trust status - one of only two probation areas to be awarded this for 2009/10. This award came in recognition of our high standing as a well-run organisation, with strong financial management and a reputation for delivering what is expected of us.

Over our first year as a Trust we have consolidated that reputation and can look back with pride on having achieved outstanding ('green star') performance over the course of the year. To do so has been no easy task.

Our achievements are set against a backdrop of a far-reaching reform programme to modernise our management and service delivery structures and to make them more locally-relevant. That programme has involved comprehensive reviews across all parts of the organisation, designed to achieve savings wherever they can be found whilst preserving essential services to the courts, the criminal justice system and wider public. We are not alone in facing serious financial pressures but it should be acknowledged that this has been a difficult and unsettling period for our staff and it is to their great credit that they have achieved all that they have.

They are the foundation of our success and we thank them for that.

These pressures will remain with us for the foreseeable future and will require tough choices to be made. As budgets tighten still further we will not be able to go on delivering all that we have done in the past. But though we may do fewer things our intention is to do them to an even higher standard.

We shall concentrate our efforts on those offenders whose behaviour most threatens the well-being and safety of the community. We shall focus on doing what is most likely to drive down levels of reoffending and offer the best protection to the public. We shall go on taking very seriously our responsibilities to victims as well as offenders.

Plans are about looking to the future. We see the coming year as offering important opportunities in the work we do with our many partners. We have put in place a comprehensive commissioning strategy and will seek to implement this as we build even stronger delivery arrangements with the voluntary, independent and private sectors.

We are delighted that new legislation has made us a statutory authority in local Community Safety

Partnerships (which replace CDRPs). We look to grasp that opportunity and maximise our influence at local level. We look forward to even closer cooperation with the police, local authorities and others as we extend the Spotlight (integrated offender management scheme) across Greater Manchester.

We will contribute fully to the developing work of the Public Protection Commission and to the 'Improving Life Chances' initiative in some of Greater Manchester's most deprived communities. We aim, too, to build on the impressive success of our Intensive Alternatives to Custody pilot.

We believe that the work of the Probation Service should be better known and recognise the need to engage more effectively with the public whose interests we serve. Our staff and the excellent work they do must be visible at neighbourhood level and we need to share its outcomes better in order that the public can have real confidence in the services the Trust provides. Implementing our community engagement strategy will be a key part of that.

We shall go on working closely alongside our neighbouring Probation Trusts in the North West and with our colleagues in

the Prison Service. Our strong relationship with the Regional Director of Offender Management will continue to be central to everything we do.

We are certain that the year ahead will be just as challenging - if not more so - but we are determined to

go on providing high public value, consistently reliable standards of service and imaginative responses to the problems of crime and disorder within our communities. We value and encourage your interest in our work. Please let us know what you think of us and if you

have suggestions for how we can improve what we do, please share them. Helping to drive down crime in our communities and make them better places in which to live is everyone's concern - we depend on your involvement and your support.



Hilary C Tucker  
Chair of the Trust Board

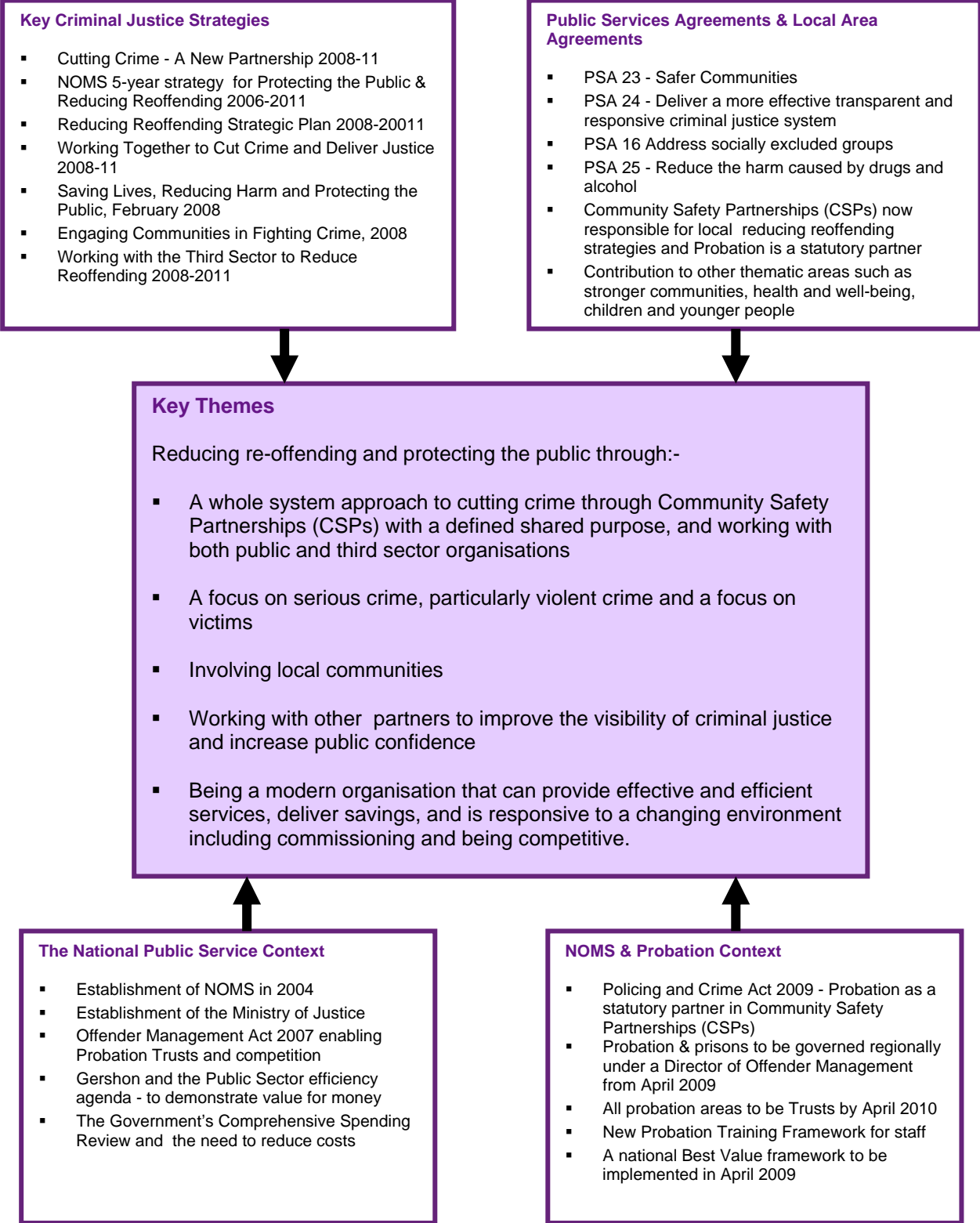


John D Crawforth  
Chief Executive

# 3. Greater Manchester In Context

## 3.1 The Strategic Context

GMPT takes account of and is responsive to the external environment, as outlined below:



## 3.2 The Local Context

### The Area

Greater Manchester - is made up of the 10 local authorities of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan which together cover an area of 495 square miles. It has a population of 2.55 million living in diverse communities which range from some of the most affluent to some of the most deprived in the country.

### Diversity

84.9% of the Greater Manchester population is white British. The population of each local authority area varies considerably with ethnic minority communities making up 30% of the population in the City of

Manchester but only 4.1% in Wigan.

### Crime

Patterns of offending in Greater Manchester reflect a large, complex, predominantly urban area with high rates of unemployment, poverty, alcohol and drug use. Greater Manchester has a higher proportion of high risk offenders than most other probation areas and has particular issues of gun and gang crime within its inner city areas.

### Probation Caseload

Generally the Trust has a caseload of around 18,000 offenders being managed at any one time with approximately 60% of these being supervised within the community. Between January and

December 2009, there were a total of 21,749 requirements attached to Community Sentences with a further 5,138 requirements attached to Licences. The main requirements utilised by sentencers are Community Payback, Supervision, Specified Activity, Accredited Programme and Drug Rehabilitation Requirements.

### Staffing

GMPT employs 1325 staff in a wide range of roles and at over 40 sites across the Area.

GMPT's new management structure is outlined in Appendix 1 and further information in relation to planning metrics is outlined in Appendix 2.

# 4. The Trust's Vision And Strategic Aims

## Our Vision

To be an excellent organisation, trusted by the public to reduce crime, protect communities from harm and uphold the rights of victims.

## Statement of Purpose

Greater Manchester Probation Trust works with the courts and its partner organisations to reduce the number of victims by the robust and effective supervision of offenders. It helps offenders to lead law-abiding lives and to play a constructive part in their local community.

### Strategic Aims

1. To ensure offenders comply with their sentences, complete these successfully and avoid further offending
2. To ensure that they can repay the community for the harm they have done, have opportunities to change and can direct their lives more purposefully
3. To work with other organisations to meet the needs of victims as set out under the code of practice and to protect the most vulnerable members of our community
4. To work with others to promote safer communities, build people's confidence in the criminal justice system and to see that it serves the public's interests
5. To provide excellent leadership for our staff, ensuring that they are motivated, developed and supported to do their jobs properly
6. To provide high quality and effective services which give the public good value for money

### Values

- Public Protection – we will give the highest priority to the assessment and management of risk so the public is protected from those who threaten it most
- Change – we recognise that people have the capacity for change and we will provide challenge and encouragement to achieve this
- Accountability – we accept collective responsibility for the actions we take and that we are answerable to the people of Greater Manchester
- Respect – we commit ourselves to working with all people fairly and openly, ensuring that their differences are valued and that they are treated with respect
- Organisational Excellence – we commit ourselves to achieving the highest standards of which we are capable, to equality of opportunity and to improving continuously the results we achieve
- Valuing our Staff – we will work to ensure that all our staff play a full part in the life of the organisation, uphold its standards and represent it positively in our local communities

## 5. Progress Over The Last Year

On 1<sup>st</sup> April 2009, Greater Manchester Probation Area became a Probation Trust following a successful and rigorous selection process. The Trust now operates under a contract with the regional Director of Offender Management (DOM) and is accountable to the DOM for service delivery and performance. During our first year as a Trust, we have continued to demonstrate service excellence, whilst delivering considerable (£2.6m) efficiency savings at a time of transformational change.

Two of our major achievements in 2009-10 are that the overall Trust performance has remained at 'green star' level throughout the year, and there has been improved performance against the measures in the IPPF. These include:

- The successful completion of orders and licences
- The completion of Risk Management Plans within appropriate timescales for medium/high/very high risk of harm offenders
- The number of accredited Domestic Violence Programme completions
- The number of Unpaid Work completions
- The number of Alcohol Treatment Requirements.

Other key achievements include:

- establishing a successful and coordinated, multi-agency approach to the development of both

Integrated Offender Management and Intensive Alternative to Custody (IAC) projects;

- an improvement in the standard of work in Public Protection, Offender Management and Interventions;
- The completion of a review of offender management with an action plan for improvement and designed to take a holistic approach to improving service delivery.
- The development of a Trust Commissioning Strategy which included successfully jointly commissioning services at both a district and area level. An example is the Greater Manchester Offender Project (GMOP), a housing intervention service for high risk offenders and those leaving prison and which was jointly commissioned in conjunction with all Supporting People teams across GMPT.
- The successful bid by all Probation trusts in the North West to deliver an employment service to offenders funded by the European Social Fund. The service, called ACHIEVE, is now operational across the North West region.
- The production of a comprehensive Single Equality Scheme with an associated action plan to

ensure implementation and monitor delivery.

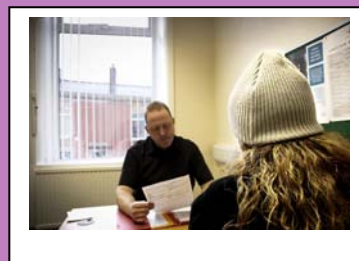
- Progress in relation to embedding GMPT participation and impact on Local Area Agreements (LAA) and Public Service Agreements (PSA)
- The successful delivery of the Local Crime Community Sentence project (LCCS) in four districts in Greater Manchester which helps increase public confidence in the work we do with offenders.
- Delivery of Best Value Reviews, as required by NOMS, in relation to Community Payback and Victims work.
- the establishment of the 'Shaping Our Future' programme which is committed to delivering considerable efficiency savings (£2.6m found in 2009/10, with a further £3m already identified for 2010/11) whilst improving performance and transforming the organisation to meet future challenges
- The restructuring of many parts of the organisation to ensure the delivery of local and externally focusing services that release capacity for change is supported by central direction and strategy.
- A comprehensive staff survey has been carried out to ensure staff views are captured and that they

influence the Trust's programme of change.

- The development of a Property Strategy to ensure that we get the best value from our estate and ensure that it is fit for purpose to deliver remodelled services in the future.

These and many other successes by the Trust means that we go forward into a new year in a strong position to face the challenges of greater public accountability through our increased responsible authority duties from 1<sup>st</sup> April 2010. Under the Policing and Crime Act 2009, Probation becomes a statutory partner in Community Safety Partnerships (CSPs) who now have a responsibility to formulate and implement a strategy to reduce reoffending by adults and young people.

## Mandy's Life Transformed By Probation



MANDY was a "total wreck" when she began her probation order, having been sentenced for drink driving.

The mum-of-two turned to alcohol after splitting from her husband of 14 years. During the relationship she suffered years of mental torment and was left feeling suicidal. Wine gave Mandy a means of escape but one morning after shunting into a neighbour's car while reversing down a driveway, she was breathalysed by police and found to be way in excess of the limit.

She said: "It was a terrible, terrible time in my life.

"As soon as I put my boys to bed I'd start drinking, and I can see now the offence was waiting to happen."

Mandy was sentenced to a 12 month Community Order, to attend the Drink Impaired Drivers Programme and a three year driving ban.

She said: "I was so stressed that I stopped eating. My ex-husband was very controlling and kept on telling me how useless I was. For years I was told I was a nobody"

Elaine, based at Wigan probation, supported Mandy during her contact with social services regarding her children, arranged appointments with Citizens Advice Bureau to help with debt issues and gave Mandy moral support.

Elaine added: "It was a long time since I'd seen a lady as frightened as she was. Mandy needed motivation and support, and the way she has turned her life around is truly remarkable."

Mandy has enrolled at university and is studying nursing.

She said: "I wouldn't have felt worthy enough to do this without probation's support, I feel like I've been reborn."

## 6. Priorities for 2010-11

As a successful Probation Trust, GMPT aims to strengthen our reputation for providing opportunities for offenders to stop and change their behaviour. Evidence from local adult reoffending data demonstrates a significant reduction by offenders supervised by GMPT.

During 2010/11, we will continue to focus increasingly on the desired outcomes of the services we deliver for victims of crime, offenders and communities.

Our performance – and the quality of our services – will be increasingly judged by the outcomes we deliver and particularly the impact we have on reductions in re-offending.

Our work in 2010/11 therefore centres on the following four areas:

### 6.1 Quality improvement in Service Delivery

GMPT gives priority to reducing the number of victims of crime by working with offenders to reduce reoffending. From the initial assessment and advice to sentencers through to the end of an offender's period of supervision or licence, GMPT is charged with ensuring the decisions of the court are implemented, risks to the public are managed and reoffending is reduced.

We will continue to challenge the whole lifestyle, behaviour and thinking of offenders recognising how damaging offenders' persistent offending is to communities and to social cohesion.

We will focus our attention

on working with offenders who present a high risk of serious harm and ensuring that all orders and licences are completed successfully. This individual approach to working with offenders supports the objectives of protecting the public and increasing the confidence of sentencers and the community.

#### What We Will Deliver

a) Services to, and communication with, sentencers continues to be improved. This includes:

- The development of a sentencer engagement strategy
- The updating of GMPT's targeting guidance
- A review of GMPT's magistrates court service delivery model

b) A public protection strategy and associated action plan is in place

c) The recommendations from the offender management review and practice delivery review are implemented and include:

- The establishment of low and high intensity units in each LDU
- Maximum utilisation of the New Directions Activity Requirements (NDAR)
- The establishment of a Community Integration Service
- A resettlement strategy for those leaving prison

d) Integrated Offender Management (IOM) in successfully delivered in each LDU

e) A whole service quality



improvement programme is developed and a reducing reoffending strategy is produced.

f) GMPT conducts an offender survey and systems are in place in each LDU for receiving offender feedback.

g) A review is conducted on the sentencing options for young people and work is progressed with Youth Offender Teams (YOTs) to ensure the transition from young adult to adult is improved.

h) Gang and gun-related crime is effectively managed

## 6.2 Commissioning and Partnerships

As a commissioner of probation services, we must continually look to improve the targeting, range and quality of the services we provide.

If services are to make a real difference to individuals and local communities, then it is vital that we continue to plan, with our partners, for the future ensuring we change and enhance provision according to need and learn from innovation and experience.

In addition, we recognise that local delivery and engagement is a key building block to delivering effective services and reducing re-offending. To be fully effective, we will further align the work we do with the Community Safety Partnerships (CSPs) and

broader criminal justice initiatives, and work with public and community organisations to improve the public's understanding of the justice system.

We will strengthen our involvement with local communities and consolidate partnership working, continuing to develop a spectrum of provision that is coordinated, targeted on local need and operates to a shared purpose with our local partners.

### What We Will Deliver

a) GMPT's community engagement strategy is fully implemented in each LDU.

b) A joint strategy with LCJB partners to raise the profile of criminal justice agencies is agreed.

c) Cost effective requirements and services are further developed and improved. This includes:

- The implementation of the findings of the Best Value Review of Community Payback
- A Best Value Reviews are conducted in accordance with the requirements set out by NOMS (possibly Accredited Programmes and Approved Premises during 2010)
- The ACHIEVE employment service and the new jointly commissioned housing intervention service (GMOP) are maximised
- Long term arrangements are in place for locally delivered joint commissioned housing services
- Steps are taken to develop services provided by, and with, health partners
- Commissioning plans review services for women offenders and the development of

activity requirements

d) Victim services are improved. This includes the implementation of the findings from the Best Value Review and re-tendering the Women's Safety Service.

e) Our commissioning capabilities are improved and including:

- Updating the GMPT Commissioning Strategy
- Developing our ability to bid for new services where appropriate
- Regular provider forums are in place

## 6.3 Value for Money

GMPT needs to continue to deliver quality services against a backdrop of decreasing funding. We intend to sustain and strengthen the Trust's good reputation for effective financial management by continuing to deliver high quality and cost effective services within our overall envelope of funds, directing our resources to meet our strategic priorities and balancing our budget over the three year planning cycle.

As part of this, we will strive to achieve the optimum balance between relatively low costs, high productivity and successful outcomes and thereby ensuring value for money is achieved. Evidencing and improving Value for Money (VfM) across all aspects of our work will be at the heart of all decision making processes and will be embedded in our business practice.

It is critical that all aspects of our service delivery, internally and externally, are able to demonstrate Best Value.

### What We Will Deliver

a) Recommendations from service reviews are fully implemented to maximise VFM. Alongside delivering Best Value Reviews in the coming year already identified in 6.1 and 6.2, the key deliverables also include effective implementation of the improvement plans for the service reviews that were conducted in 2009-10 in the following service areas :

- Community Payback
- Victim services
- Offender management/practice delivery review
- Sex Offender Resource Team (SORT),
- Mappa Support Unit (MSU), Circles of Support and Accountability (COSA)

Serious further offences (SFO) review.

b) The project to ensure the effective integration of and Manchester City and Trafford as an LDU is successfully delivered.

c) A programme of activity is in place to meet the efficiency agenda through lean initiatives.

## 6.4 Organisational Development

Whilst GMPT has already embarked on a journey to transform our services, we recognise that the next few years will bring both major opportunities and challenges and we will only continue to succeed if we are able to continue to develop responsively to the changing environment around us.

Given the challenging financial agenda, effective workforce planning is

critical as we aim to maximise the use of the diverse skills and talents of our workforce and to support, manage and plan for changes required in workforce numbers, skill levels, and roles. In conjunction with this we will continue to develop a business model and environment that anticipates opportunities, is responsive and is lean in all aspects of operation.

### What We Will Deliver

a) GMPT continues to demonstrate excellent performance and this is enhanced by the development of a balanced scorecard

b) A Corporate Services Strategy, action plan and associated KPIs is developed

c) The Single Equality Scheme is delivered to timescale

d) GMPT's People Strategy is further embedded across the organisation. This includes:

- The implementation of the new Probation Qualification Framework (PQF)
- Staff consultation forums and events are in place
- Vetting and barring procedures are in place to meet GMPT's safeguarding obligations
- Systems to inform workforce plans are in place

e) A Communications Strategy is developed and meets internal and external requirements

f) The Property Strategy delivers savings and makes

## Probation Helps John Reform

John first appeared before the courts in his mid-teens as he lost interest in school and began taking drugs and stealing cars.

The lowest point, his last offence, occurred when he snatched a handbag to get cash to feed his heroin habit. In the process he inadvertently injured the victim – an older woman. John was sentenced to four years and three months in jail.

He said: "The incident was really the lowest I'd ever stooped, and it was the turning point for me.

"Once I realised what I'd done, I knew I needed to turn my life around as I was so ashamed. I quit heroin, but after completing my jail sentence the help I got from probation gave me the support I needed."

John has been supported by both his probation officer and Employment, Training and Education Worker. Since release, in November, 2008, John has not only kept clean and not re-offended, he has passed numeracy and literacy exams and is currently on a plumbing course. He has also just started a job.



improvements to the Trust's property infrastructure.

g) Developments to our IT systems improve our business and include:

- The transition to the national data Centre
- Improvement work by moving to PCMS (new delius), IAPS for programmes, OASys-R
- A refresh of desktops across the Trust is complete

## 6.4 Performance

Our focus will continue to be on the targets set nationally through the Integrated Probation Performance Framework (IPPF) and on the delivery of contract requirements negotiated with the DOM. The performance targets for 2011-2011 are set out in Appendix 3.

In order to deliver a comprehensive improvement programme, GMPT is also taking a whole system approach to performance management through the development of a balanced scorecard. A balanced scorecard recognises that the performance of the entire organisation is important and as such key indicators will be developed to complement the performance elements measured by the IPPF. This will be progressed in the coming year.

In addition, GMPT ensures high performance is maintained through proactively managing organisational risks. The Trust's risk register is attached in Appendix 4.



## Payback Project Improves Community Centre

OFFENDERS have refurbished a popular community centre in Mottram, breathing new life into the grade two listed building.

The hall, in Church Brow, Mottram, near Hyde, was built in 1832 and is run by volunteers. It hosts a wide range of events, from pre-school activities through to scouts and brownies, church meetings and exhibitions.

Offenders supervised by Greater Manchester Probation Trust have been working at the centre for several weeks, carrying out Community Payback, and have completely redecorated it and completed groundwork tasks.

Carron Upton, Community Payback Officer, said: "The building hadn't been painted for more than 20 years and a lot of work needed to be done.

"The offenders have done a good job and can be proud of the hard work they have carried out.

"The centre is a key facility in Mottram and so the project has been an extremely good way for offenders to payback to the community against which they offended."

The project began in November and offenders worked a total of 920 hours on the scheme.

A volunteer who works at the centre said: "We are delighted with the work the offenders have done.

"We couldn't have paid for it any other way and now the hall looks fantastic. Some of the offenders were especially motivated and clearly took a great pride in what they did, and made suggestions about ways to do the job well."

Coinciding with the Community Payback work, artist Peter Wroe painted a large mural in the style of L.S. Lowry, who lived in Mottram.

## 7. Financial Position

The Trust, via its 'Shaping Our Future' programme, is actively managing the requirement to make significant savings whilst maintaining and improving its performance. This was achieved in 2009/10, with £2.6m of savings found to deliver a balanced budget and will continue into 2010/11 when £3.0m is planned to be delivered.

A high level analysis of the Trust's budget for 2010/11 is shown below. After allowing for the effects of inflation, the impact of a reduced settlement is a 6% real terms cut in resources for the Trust.

Budget Position	Base Budget	Increments & Inflation	2010/11 Growth	Savings	TPO reduction	Total Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Employees	42,252	1,539	110	-2,303	-647	40,951
Premises	5,616	112	4	-243	0	5,489
Transport	624	13	79	-65	0	651
Supplies & Services	3,476	70	42	-250	0	3,338
Agency & Contracted Services	1,016	20	8	69	0	1,113
Cent, Dept and Tech Support	183	4	200	89	0	476
<b>Gross Expenditure</b>	<b>53,167</b>	<b>1,758</b>	<b>443</b>	<b>-2,703</b>	<b>-647</b>	<b>52,018</b>
Income	-208	-7	0	-324	0	-539
<b>Net Expenditure</b>	<b>52,959</b>	<b>1,751</b>	<b>443</b>	<b>-3,027</b>	<b>-647</b>	<b>51,479</b>

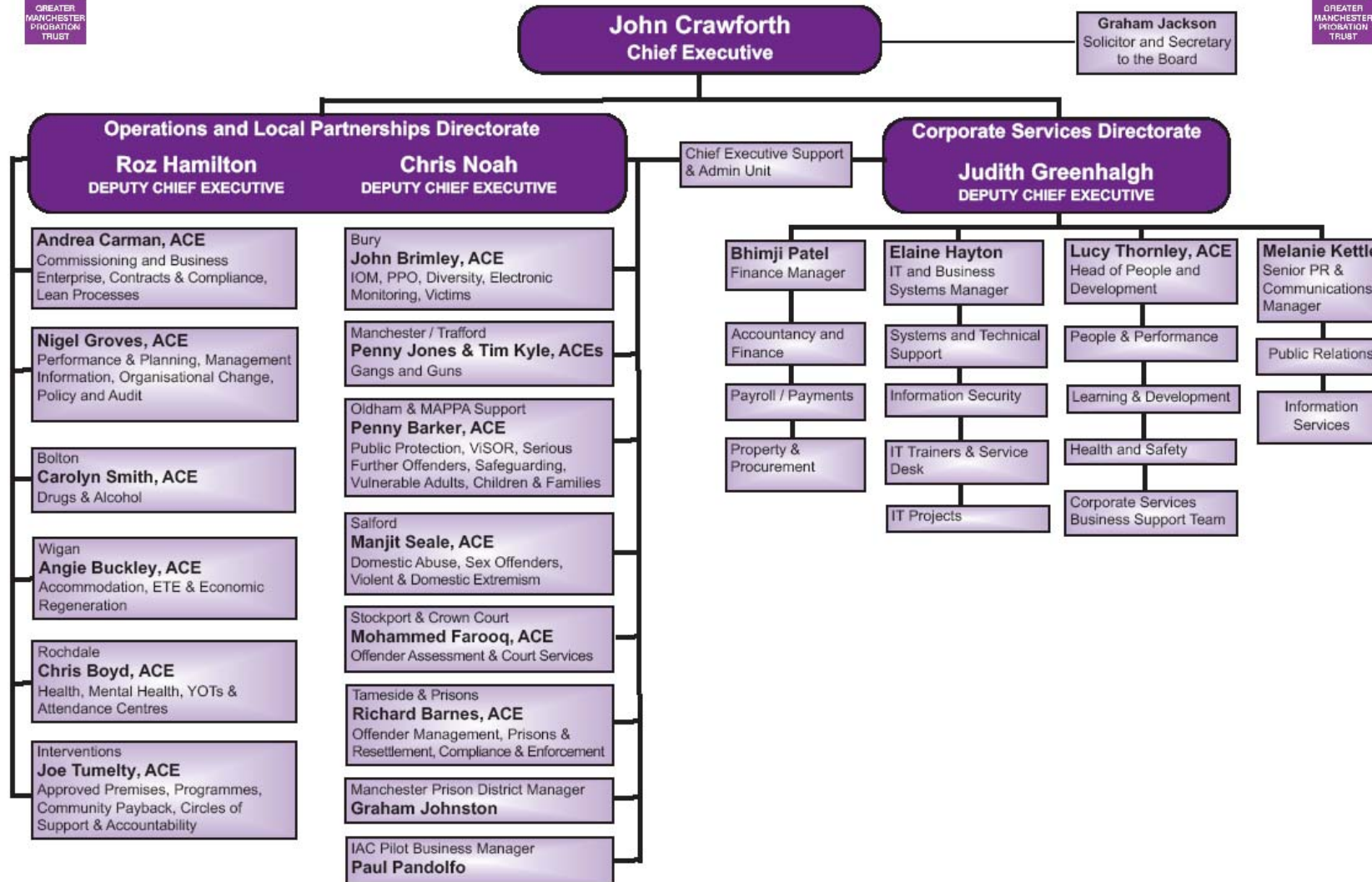
£3.027m savings have been identified across a range of areas, including procurement, making better use of IT and making reductions in corporate services and management costs. We have also looked at where and how we direct our front line resources to ensure that risk is most robustly addressed and that service delivery models are targeted and 'lean.'

The impact of service reviews has been to reduce the number of posts the Trust employs by 55.7 full time equivalents, from 1,234.7 to 1,179.0. 21 of these (38%) have been in management grades.

# Appendix 1 – Organisational Chart



## GREATER MANCHESTER PROBATION TRUST - SENIOR MANAGEMENT STRUCTURE



# Appendix 2 –Planning Data Summary

## a) Demographic Information

Greater Manchester has a population of 2.55 million living in diverse communities which range from some of the most affluent to some of the most deprived in the country. The index of multiple deprivations which includes such factors as income, employment, health, housing and crime indicates that 47 Greater Manchester wards are among the 5% most deprived in England and a total of 19 wards in Greater Manchester are in the top 100 most deprived. All of these are in Manchester, Salford, Rochdale and Oldham. The most severely deprived areas are within Manchester and Salford. In comparison, Bury, Stockport and Trafford were characterised by a lack of deprivation (2007 data).

84.9% of the Greater Manchester population is white British. The population of each local authority area varies considerably with ethnic minority communities making up 30% of the population in the City of Manchester but only 4.1% in Wigan.

## b) Crime

Patterns of offending in Greater Manchester reflect a large, complex, predominantly urban area with high rates of unemployment, poverty, alcohol and drug misuse. When compared against the national picture, Greater Manchester has a higher proportion of higher risk offenders than most other areas, reflecting its predominantly urban nature. The region has particular issues with gun and gang crime in its inner city areas.

For total recorded crime in Greater Manchester in 2008/09, Manchester, Bolton and Salford were the largest local authority contributors, accounting for 27.3%, 9.4% and 9.4% towards this total. Bury was the smallest contributor to total recorded crime, accounting for only 5.8% of the total.

Between 2002/03 and 2008/09, the number of recorded offences in Greater Manchester has declined from 379,126 to 283,057. This represents an actual reduction of 25.3%. Considering changes in population, Greater Manchester's recorded crime rate declined from 152.7 to 110.5 per thousand population. This represents an actual 27.6% decline. The reduction in crime for this period has predominantly been represented by large decreases in burglary (44.7%), offences against vehicles (43.6%) and criminal damage (21.6%). This has been offset slightly by increases in drug-related offences (112.3%) and other offences (34.1%).

## c) Probation Caseload

During the Year January to December 2009:

- Greater Manchester Probation Trust (GMPT) prepared over 28,000 reports. Of these 16,000 were for Magistrates Courts and 12,000 were for Crown Courts.
- 15,408 offenders began periods of supervision managed by staff within GMPT. This was made up of Community Sentences (9,349), Custodial Sentences (3,126) and Licences (2,933).
- There were a total of 21,749 requirements attached to the Community Sentences with a further 5,138 requirements attached to the Licences.
- The main requirements utilised by sentencers are Community Payback, Supervision, Specified Activity, Accredited Programme and Drug Rehabilitation.
- Generally the Trust has a caseload of around 18,000 offenders being managed at any one time with approximately 60% of these being supervised within the community.

- Almost 14,500 orders came to an end within the year, 83% of these were community sentences. This saw closure of almost 22,000 requirements. 67% of the concluding sentences were successfully completed.

#### d) Offender Profile

The offender profile of Greater Manchester Probation Trust has been as follows:

Year	2006/07	2007/08	2008/09
<b>Tier 1</b>	2,077	2,756	2,559
<b>Tier 2</b>	3,958	4,391	3,731
<b>Tier 3</b>	7,061	6,198	6,447
<b>Tier 4</b>	4,155	3,990	3,726
<b>Missing</b>	67	33	37
<b>Total</b>	<b>17,318</b>	<b>17,368</b>	<b>16,500</b>

The most commonly identified need amongst offenders in Greater Manchester and Thinking & Behaviour with 59.5%, Education, training and employment with 54.7%, Alcohol misuse with 46.3%

Accommodation was a fairly consistent need across all districts. However the need appears to be particularly severe for some offenders, especially higher risk offenders. Alcohol misuse is a key issue across all districts and as the risk of harm increases there is an increased severity of need.

#### e) Geographical Profile

Need is clearly concentrated in north east Manchester, encapsulating the wards of Harpurhey, Miles Platting, Newton Health, and Bradford. Although less severe, pockets of high need are also visible in East Bolton (Halliwell, Tonge & Haulgh and Farnworth) and South Manchester (Woodhouse Park and Baguley).

# Appendix 3 - IPPF Performance Targets

IPPF TARGETS

2010/11

PROTECT THE PUBLIC & REDUCE CRIME

GREATER MANCHESTER PROBATION TRUST

Reoffending Rate	Actual	Predicted	Difference
			< Pred Rate

Public Protection		
NS Public Protection	PPF03	National Standard
Parole Assessment Report Timeliness	OM15	National Standard
Generic Parole Process	OM17	80%
Approved Premises Audit	PPF13	
Licence Recall Requests	OM16	90%
Tier 2, 3 OASys Timeliness	OM18	National Standard
Tier 4 & PPO OASys Timeliness	OM19	National Standard
OM Phase 2&3 OASys Timeliness	OM14	National Standard
OASys Quality	OM20	National Standard
OMI Risk of Harm	PPF09	
Management Information		
Risk Management Plan Timeliness	OM10	

Offender Management		
NS Offender Management	PPF02	National Standard
Orders or Licences Successfully Completed	OM13	70%
OASys Tier 2, 3, 4 & PPO Final Reviews	OM17	National Standard
Accommodation at Termination	OM17	75%
Offender Feedback	OM19	50%
End to End Enforcement	OM13	62%
Influencing Demand (incl. Corston)	OM13	
Court Report Timeliness (excl. RIC)	OM10	National Standard
Enforcement	OM15	National Standard
OMI Assessment and Sentence Planning	PPF08	
OMI Enforcement and Compliance	PPF16	
Management Information		
Sentence Delivery (PDI)	OM10	
Needs Met (PDI)	OM10	
RIC PRSs for Magistrates Courts	OM12	
Appointments Attended	OM11	

Interventions		
NS Interventions	PPF02	National Standard
Sex Offender Programme Performance	NT13	60%
Domestic Violence Programme Performance	NT14	60%
Accredited OBP Performance (excl. SOTP & DV)	NT15	60%
Accredited OBP Commencements	NT16	85%
ATR Performance	NT17	60%
DRR Performance	NT17	50%
UPW (Community Payback) Performance	NT18	70%
UPW (Community Payback) Stand-downs	NT11	<1%
Sustained Employment	NT09	800
Employment at Termination	NT09	35%
OMI Interventions	PPF06	
OMI Likelihood of Reoffending	PPF25	
Management Information		
PPO Drug Testing Condition	OM18	
Eligible Programme Referrals (PDI)	NT22	
Eligible Programme Completions (PDI)	NT23	
Education Provider Referrals	OM19	2400
Education Provider Starts	NT19	1560
Educational Awards (PDI)	NT20	
DRR Starts	NT12	800

Organisational Capacity		
Victim Contact	OM17	National Standard
Victim Feedback	OM13	75%
Sickness Absence	PPF08	<10.5 days
Budget Outturn	PPF10	
Audit Commission Results	PPF11	
OMI Management Results	PPF20	
Staff Diversity	PPF14	
Management Information		
Female Offenders (PDI)	OM18	
Best Value (PDI)	PPF17	
Community Feedback (PDI)	PPF18	
Programme Sessions (PDI)	NT25	

Key	
Exceptional Performance	4
Good Performance	3
Requiring Development	2
Serious concerns	1
General Improving Trends	↑
Generally Consistent	←
General Downward Trend	↓

**TARGETS 2010/11****IPPF****Community Performance Indicators**

OM21 Reduce Reoffending

**Public Protection**

IPPF01 NS Public Protection  
 OM 15 Percentage of parole eligible cases in which the PAR was provided in the required timescale  
 OM27 % of Indeterminate Sentence Prisoners (IPP and Lifers) PAROM1 completed and returned to prison within 8 weeks of Review Date  
 IPPF13 Approved Premises Audit  
 OM4 Licence recall requests to reach NOMs Post Release Section within 24 hours of the decision by the OM  
 OM8 OASys assessments completed or updated within appropriate timescales for Tier 2 and 3 offenders  
 OM14 OASys assessments completed or updated within appropriate timescales for all prisoners subject to OM phase 2 or 3  
 OM35 OASys assessments must be completed or updated within the appropriate timescales for all Tier 4 offenders and PPOs  
 OM26 OASys Quality Audit

**Offender Management**

IPPF03 NS Offender Management  
 OM20 Proportion of orders and licences that terminate successfully  
 OM39 OASys final reviews (terminations) to be completed within the appropriate timescales for all Tier 2, 3, 4 and PPO offenders  
 OM17 Percentage of offenders in settled and suitable accommodation at the end of their order/licence  
 OM29 Offender Feedback - % of offenders with overall positive experiences of engagement  
 OM3 Average number of working days from the relevant unacceptable failure to comply to resolution of the case  
 OM33 Influencing Demand  
 OM40 PSRs completed within the required time (excluding RICs for Magistrates courts)  
 OM5 Breach action in accordance with National Standards, excluding DTTO/DRR as per NPD instructions  
 IPPF05 OM1 Assessment and Sentence Planning  
 IPPF19 OM1 Enforcement and Compliance

**Interventions**

IPPF02 NS Interventions  
 INT13 % Sex Offender Treatment Programme Successful completion rate  
 INT14 % Domestic Violence Successful completion rate  
 INT15 % General Offending Behaviour Programmes Successful completion rate  
 INT4 Proportion of accredited programme starts that meet the OGRS/Risk of serious harm eligibility criteria  
 INT16 % Alcohol Treatment Requirement completion rate  
 INT17 % Drug Rehabilitation Requirement Completion rate  
 INT18 % Community Payback completion rate  
 INT11 Proportion of unpaid work offender days which are lost because of stand-downs  
 INT8 Number of offenders under supervision who find and sustain employment  
 INT9 Percentage of offenders in employment at termination of their order or licence

**Organisational Capacity**

OM7 Victims to be contacted within 8 wks of an offender receiving 12 months or more for a serious sexual or violent offence  
 OM32 Victim Feedback  
 IPPF8 Sickness Absence

## Appendix 4 – Risk Register

Obj ID	Type	Description & Reason	Probability	Impact	Risk Score	Resolution	Accountable
A	Operational	Inability to fulfil statutory duty and expectation of partners and the public in the event of a significant catastrophic event.	L	VH	20	Effective business continuity plans in place, robustly tested at a local level. Staff appropriately skilled and trained to deal with such an event. Plans were revised and desk top tested during Autumn 2009 to deal with the risk presented by a swine flu pandemic. Actual testing took place during the adverse weather in January 2010 and lessons learned have been captured.	Chief Executive Officer
B	Financial	Reduced resources and lack of year end flexibility leading to fall in performance and inability to deliver on national priorities and the strategic plan.	L	VH	20	Organisational change programme is managed via a project board chaired by the Chief Executive. Performance monitoring is carried out down to a local level so that problem areas can be identified early. Business plan monitoring arrangements are regular and robust.	Chief Executive Officer
C	Financial	Inability to deliver a balanced budget via the 'Shaping Our Future' programme within the reduced envelope of funding.	L	VH	20	Robust budget management and monitoring and improved management information regarding costs and variances, linked to HR data. Change managed and mapped across the whole organisation via the 'Shaping Our Future' programme. Close and specific monitoring of progress against Strategy and savings targets. Sufficiently resourced change management processes delivered. Workforce Planning Strategy developed and implemented.	Chief Executive Officer
D	Operational	Breakdown in relationships with staff and unions as a result of implementation of major change and restructure.	M	H	19	Communications strategy linked to change management programme details means of regular communications with staff and unions. JNCC meetings planned for the year. Additional ,monthly meeting with union colleagues and senior managers taking place. Open and frank dialogue with unions established. Minutes of 'Shaping Our Future' Project Board shared with unions.	Chief Executive Officer

Obj ID	Type	Description & Reason	Probability	Impact	Risk Score	Resolution	Accountable
E	Public protection	Insufficient ACE and Probation Operations Manager capacity to engage fully with the local agenda leading to reduced influence on local community safety strategy and low investment in offender related initiatives.	M	H	19	LDU strategy developed and in place. 'Leads' for different areas established within LDUs. 'Empowered' LDUs more able to identify and act on local priorities within their areas. POM role now more focussed around local partnerships.	Deputy Chief Executive (CN)
F	Financial	Falling levels of public sector funding reduce partners' resources available for offender related, jointly funded projects, jeopardising workforce plans and reducing services available.	H	H	22		Deputy Chief Executive (RH)
G	Operational	Failure to reduce organisational sickness absence will undermine the transformational agenda and organisational performance.	L	M	11	Attendance Management Action Group established. 'Attendance Matters' newsletter circulated regularly to staff. Employee Assistance Programme in place. Robust monitoring arrangements in place and performance analysis and data available at a local level. Robust sickness procedures being implemented. Healthy lifestyle initiatives in place, including health 'MOTs' and exercise / diet initiatives.	Director of Corporate Services
H	Strategic	Continued reliance on operating an IT infrastructure beyond its planned lifespan and in excess of its planned capacity will result in instances of system unavailability and consequential reduction in operational efficiency and effectiveness.	L	H	16	Upgrades to data centre secured and taking place in February and March 2010. Desktop equipment replacement now nearing completion. Network links to LDU offices upgraded in 2009 increasing speed and reliability. New power supply and air conditioning units installed.	Director of Corporate Services
I	Strategic	Insufficient change capacity is available to deliver the necessary restructuring and service redesign within financial constraints whilst also delivering a quality improvement programme.	L	H	16	Multi-disciplinary project board identified to oversee organisational change under the banner of 'Shaping our Future'. HR Organisational Change Manager in post. Performance and Planning Unit established to manage and control organisational change. Project management methodologies widely used.	Chief Executive Officer

Obj ID	Type	Description & Reason	Probability	Impact	Risk Score	Resolution	Accountable
J	Operational	Trust is due to transfer its national systems to the NOMS national data centre in February 2011	L	H	16	Robust action plan to be put in place in consultation with NOMS/ Steria Project manager appointed Ensure NOMS/ Steria have adequate back up arrangements in case of failure Learn from experience of other Trusts transferring before GMPT	Director of Corporate Services
K	Strategic	Inadequate implementation of the Single Equality Scheme leading to failure to meet statutory requirements, loss of reputation and adverse impact on relevant staff and offenders.	L	H	16	The Area Diversity Board has responsibility for monitoring implementation and reviews on a 6 monthly basis. An ACE has clear lead responsibility for Diversity across the area. Statutory equality monitoring - for both staff and offenders - is in place. The Lead ACE has clear responsibility for ensuring diversity issues are promoted across the area. The Trust Business Plan is clearly underpinned by Diversity principles. The Trust has a range of active staff associations who participate in the Diversity Board. All new policies are Equality Impact assessed.	Chief Executive Officer
L	Strategic	Restructure and service design will lead to a drop in performance.	L	H	16	Focus on operational priorities retained at senior management level. Project Board established to oversee organisational change. 'Maintaining green star performance' a key to overall project deliverable and required outcome in all restructure proposals. Robust performance reporting established and available to all levels of management. Performance management now closely linked to organisational change through performance team Performance management now closely linked to organisational change management through Performance and Planning Team.	Chief Executive Officer

## Appendix 5 - Glossary

ACE	Assistant Chief Executive	OM	Offender Management
AP	Approved Premises	PPO	Prolific and Other Priority Offender
ATR	Alcohol Treatment Requirement	PR	Public Relations
B&CM	Business & Commissioning Manager	PROG	Programmes
CDRP	Crime and Disorder Reduction Partnership	RRDP	Reduction in Re-offending Delivery Plan
CJS	Criminal Justice System	SMG	Strategic Management Group
CE	Chief Executive	SOTP	Sex Offending Treatment Programme
CP	Community Payback		
DAAT	Drug and Alcohol Action Team		
DM	District Manager		
DOM	Director of Offender Management		
DRR	Drug Rehabilitation Requirement		
ETE	Education, Training and Employment		
GMPT	Greater Manchester Probation Trust		
HR	Human Resources		
HQMG	Headquarters Management Group		
INT	Interventions		
IPPF	Integrated Probation Performance Framework		
IS/IT	Information Services/Information Technology		
LAA	Local Area Agreement		
LCJB	Local Criminal Justice Board		
LDU	Local Delivery Unit		
LSCB	Local Safeguarding Children Board		
LSP	Local Strategic Partnership		
MAPPA	Multi-Agency Public Protection Arrangements		
NOMS	National Offender Management Service		
OASys	Offender Assessment System		
OBP	Offending Behaviour Programme		