



# **Greater Manchester Probation Trust Our Plans For 2011/12**

# Introduction

GMPT has performed to the highest standard in 2010/11. We can demonstrate a reduction in re-offending rates for offenders on Probation supervision, innovative delivery, reduced costs and excellent staff performance. Our priority is to prepare for the challenges ahead and continue to be a significant player as a provider of offender services in the community.

The vision and ambition set out in this plan builds on the Trust's achievements. We will design and deliver creative and innovative high quality services that protect the public. We will also meet the needs of communities and victims, rehabilitate offenders and further drive down costs. We will remain focused on our aims and objectives.

## **We will be CREATIVE:**

**Competitive and collaborative:** The Trust Board is committed to competing in the market. We will strike a balance between the need to compete and the need to collaborate with partners. We will work across sectors at local and national levels and with individuals and communities to continue to deliver a service that makes a major contribution to community safety.

**Relevant:** Delivering the results required by the public and victims. We will do this by building on the evidence about why individuals commit crime and be at the forefront of creating new ways to tackle offending behaviour. We will design our services around individuals to significantly reduce re-offending.

**Effective:** GMPT will focus on reducing re-offending and payment by results schemes. We will work together with partner agencies in the public, private and volunteer sectors in order to achieve our aims.

**Accessible:** We will continue to focus on the needs of the communities we serve. Our priority is to become part of a more integrated public sector service - this means developing our work to include the Transforming Justice and Community Budgets initiatives. This approach will ensure we engage effectively with local people and provide services which reflect their views on managing offenders in the community.

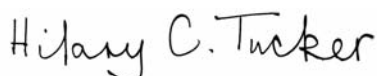
**Technologically driven:** The next 12 months will see significant technological developments in GMPT. Our focus will be on gaining the most accurate and timely information available to produce the best results.

**Inspired workforce:** We are proud of our workforce, and believe colleagues are highly-skilled, motivated and are able to deliver. The changes being introduced by the government provide many opportunities to innovate and give colleagues more scope to use their professional judgement. We are confident that our staff will rise to the challenges ahead.

**Value for money and efficient:** We will focus on reducing costs throughout GMPT to ensure our place in a challenging market is secure. We will look at every aspect of the organisation to ensure it is focused on achieving our vision – delivering the minimum necessary level of intervention to meet the maximum effective outcome.

We look forward to the future with the confidence that we will meet the challenges of the next 12 months with a **CREATIVE** and positive vision.

**Hilary Tucker**  
Chair of the Board



**Roz Hamilton**  
Chief Executive



# Achievements in 2010-2011

## Working in Partnership

It is essential that we work in partnership with others to fulfil our duties. This year we have been active in the following partnership developments:-

- All probation districts in Greater Manchester have implemented Integrated Offender Management (IOM) projects with police and partner agencies. These have been set up to manage the most prolific offenders in our community.

- The Achieve North West project was officially launched in 2010. The project's purpose is to improve the employment prospects of unemployed offenders - particularly those considered hard to reach. In Greater Manchester the project is currently working with a total of 675 offenders. So far we have exceeded our target for getting offenders into work by 55%. This project is important because research continually demonstrates that employment is a key element in stopping offenders from committing more crime.

- A new centre dedicated to helping women turn away from crime was opened in Bolton. Eve's Space works with women who are at risk of offending, as well as those already involved in the criminal justice system. GMPT works with Urban Outreach to provide a service to help women rebuild their lives and reduce their risk of committing crime.

- The Trust was chosen as a pilot area for the government's Transforming Justice campaign. We are looking at new ways of delivering services to people who are likely to offend, with a view to stopping them from becoming involved in the

Criminal Justice System. The project involves working more effectively with partners to better meet the needs of offenders and their community.

- The Problem Solving Court pilot was launched in Stockport. It aims to protect the public and reduce re-offending by addressing the issues that underpin offenders' criminality. It does this by bringing agencies together to encourage offenders to move away from a life of crime, and also to punish those who do not make this commitment. It runs four days a month. Stockport Probation is leading the project, working with the Community Safety Partnership, courts and the Drug and Alcohol Action Team.

- Districts across GMPT are engaged in the Local Crime - Community Sentence initiative, a presentation delivered by Probation and Magistrates that increases awareness of community sentencing. Numerous successful sessions have been hosted across Greater Manchester. The presentations are delivered to a wide range of community groups. If you know of a group who would like to see a presentation, please contact GMPT's PR & Communications Department on 0161 872 4802

- A Community Integration service has been set up in every probation district. As a result, offenders can access a wide range of services to support their rehabilitation, with advice ranging from employment to education and accommodation. These initiatives can be instrumental in the rehabilitative process and therefore can play a key role in reducing re-offending.



# Our strategic priorities

## Efficient

We will drive down costs in the Criminal Justice System by delivering reductions in crime and offending. Controlling our costs and managing the demand on our services will be central to our competitiveness.

We will work with our staff and partners in all sectors to make the most of our combined resources and ideas.

## Effectiveness

GMPT will build on innovative and effective services to reduce re-offending. We will challenge our traditional ways of working. We are also committed to securing the contract for running Community Payback.

We will deliver the right services to the right offender by effectively targeting resources to match the risk of re-offending and harm, and to achieve successful results for the community, victims and offenders.

## Engagement

We will be creative with partners in all sectors in order to meet the expectations of local communities.

We will work with communities to help reintegrate offenders. We will identify opportunities for offenders to give something back to the communities against which they have offended.

We are committed to full engagement with our staff as we embrace future challenges.

# An overview of our strategic objectives

## The Organisation

Our workforce is our most valuable asset. We will invest in ensuring that they have the opportunity to develop their skills and experience so that GMPT not only delivers against our contract but exceeds it.

We will make sure that our staff are able to play a full part in the transformation of our service and in our ability to be competitive and to effectively collaborate with partners. Our work in local communities will include asking those we serve for their views about what we deliver.

## Offender Management And Public Protection

Our strong track record in working with partners to effectively manage high risk offenders in the community will be maintained. We will redesign our Offender Management Services so that they are relevant and cost effective. We will also work to ensure our service continues to meet the needs of offenders, victims, the wider community and sentencers.

## Work With Others

The government has announced that services traditionally delivered by the public sector are no-longer automatically going to continue to be done in that way. To be successful our services will need to work in collaboration with others, explore new markets and redesign service delivery in a manner that delivers effective results and value for money.

## Corporate Services

This year Corporate Services will be enhanced by the addition of a Commercial Director. This acknowledges our significantly different working environment and demonstrates to our staff and others that we are rising to the new challenges of being competitive in running our business. Major national IT changes, designed to improve performance, will also be introduced.



# **We welcome your feedback**

**For more information please either write to:  
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**To see GMPT's website, please log onto:  
[www.gm-probation.org.uk](http://www.gm-probation.org.uk)**

**If you require a translation of this business  
plan please contact Melanie Kettle at the  
above address.**