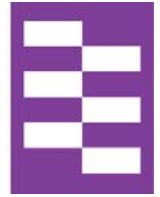




Ministry of
JUSTICE
National Offender
Management Service

Warwickshire
Probation Trust



WARWICKSHIRE PROBATION TRUST

SUMMARY ANNUAL REPORT 2010-11



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INTRODUCTION

Warwickshire Probation Trusts

Following the Offender Management Act 2007, local Probation Trusts were established to implement the functions conferred on them through the Act. Warwickshire Probation Trust is a corporate body in law which came into existence on 1 April 2010. It is contracted by the Secretary of State to provide Probation services in Warwickshire. This Annual Report summarises our achievements in our first year as a Trust.

SUMMARY: CRITICAL SUCCESS FACTORS

The Critical Success Factors for Warwickshire Probation Trust identified in the 2010-13 Strategic Plan were:

- Ensure public protection is maintained through effective Offender Management (number of Serious Further Offence Reviews – SFOs)
Result: 3 SFOs in 2010-11, 2 victims – reviews identified satisfactory management of these cases.
- Demonstrate a reduction in reoffending (NI18 Actual rate lower than Predicted rate)
Result: Achieved. Actual reoffending is 10.3% lower than predicted, a significant reduction and one of 7 Trusts nationally
- Achieve a minimum of Green status on the PTRS
Result: Achieved Green
- Increase staff motivation and morale year on year
Result: Morale increased to 78% positive responses. Motivation stable at 84% positive responses.
- Develop and maintain a high level of stakeholder satisfaction with our services
Result: High levels of satisfaction measured by offender survey, sentencer survey and Community Payback beneficiary survey
- Achieve balanced budgets over a 3 year period
Result: Achieved in 2010-11
- Retain Trust status beyond the first contract
Result: Not applicable in 2011
- Reduce numbers of custodial admissions through
 - Reduced recall and breach
 - Reduction in custodial sentencing overall with a specific focus on women**Result:** Achieved all targets. Overall 87 fewer custodial admissions (see A5)

A ENABLERS

This operational review follows the structure of the EFQM excellence model and is a review of improvement objectives identified in the Warwickshire Probation Trust 2010-11 Annual Plan. It also includes other significant operational developments.

A1 Leadership

Warwickshire Probation Trust achieved Trust status on 1 April 2010 having successfully met the challenging criteria. During 2010-11 an objective for the Trust was to promote innovation and to maximise the benefits of Trust status. Many of the benefits originally anticipated such as freedoms and flexibilities regarding finance and estates have not been forthcoming. However benefits identified in the Trust application have been achieved and include:

- Assistant Chief Officer and Trust Chair represented on the Warwickshire Safer and Stronger Board
- Improved engagement between the Assistant Chief Officer and Local Community Safety Partnerships
- Implementation of a programme of Service Reviews including a Best Value Review of Approved Premises and a review of Offender Management and Supervision Requirements against the national specification
- Increased focus on performance and quality, with greater focus on
 - Reducing reoffending
 - Successful outcomes
- Joint Victims Partnership with victim liaison staff and Women's Safety Officers working alongside other agency victim staff
- Completion of the unique co-location of Warwickshire Justice agencies in the Justice Centres in Nuneaton and Leamington

The Four Year Financial and Organisational Strategy 2009-13 was developed in 2009 and the second year of implementation included:

- moving to a 2 Assistant Chief Officer structure, reducing senior management costs
- Embedding the new 5 team structure in Offender Management
- Fully implementing the new court report processes with increased use of Fast Delivery and Oral Reports
- New arrangements with external funding of Education, Training and Employment Services
- New training and staff development arrangements linked to the Probation Qualification Framework
- Implementation of a new travel and subsistence Code of Practice, and greater use of telephone conferencing and video conferencing technology

- Estates, travel and telephony savings linked to the new Justice Centre in Leamington
- Implementation of Best Value Review Community Payback recommendations with reduced staff costs and increased income generation.

Communication with staff, partners and the public has been effective with:

- 27 community events attended by staff
- 15 press articles of which
 - 12 were about unpaid work and promoted benefits to the community
 - 3 articles promoted confidence in the Criminal Justice System. In addition there were numerous media reports (press, radio, TV) regarding the Queen opening the Justice Centre in Leamington
- One radio interview about the Prolific and Priority Offender scheme and Partnership working linked to the Queen's visit
- 3 meetings between the Chief, Chair and MPs in 2010-11 with another 2 since April 2011. Two MPs have visited Community Payback projects
- 932 website hits per month on average
- 14 unsolicited accolades
- Approved Premises Community Liaison groups meet regularly with attendance of Approved Premises staff at local Community Forums and Neighbourhood Watch meetings
- Refresh of the Local Crime Community Sentence scheme
- Stories which illustrate successful practice are actively promoted (see page 13)

Communications with staff have continued to improve through regular Chief and Chair Forums with staff, regular Team Briefings and a high response rate to the staff survey. Through the Staff Conference, Team Briefing and other publications the Chief Officer has continued to promote the Vision and Values of Warwickshire Probation Trust.

The Board and Senior Management have continued to give Diversity and Equality matters a high profile and to implement changes to practice where necessary. During 2010-11 this has included staff training and a review of policies. Further details are given in A2.

A2 Policy and Strategy

During 2010-11 a number of policies and strategies have been developed and/or implemented.

- The Warwickshire Probation Trust Strategic Plan 2011-14 and Annual Plan 2011-12
- Staff Learning and Development Plan 2011-12
- Warwickshire Safer and Stronger Board – Reducing Reoffending

Strategy

- Communications Strategy
- Probation Qualifications Framework Implementation Strategy

The following policies have been reviewed:

- Standing Financial Instructions (OP8)
- Standing Orders (OP24)
- Code of Conduct for Trust members (OP29)
- Managers' Guide to Financial Instructions and Standing Orders
- Anti-Fraud and Corruption Policy (OP28)
- Confidential Reporting Code (OC61)
- Grievance Policy and Procedure (OP17)
- Capability Policy and Procedure (OP13)
- Disciplinary Policy and Procedure (OP20)

The following Service Delivery Codes and Policies have been reviewed:

- The Use of Video Links in Prison (SDC03)
- RADAR Quality Assurance Tool (SDC10)
- Influencing Demand, Promoting Confidence in Community Sentences including Intensive packages for Women (SDC24)
- Youth Justice and Probation Transfer Protocol (SDC48)

Full details of the Single Equality Scheme and response to the Equality Act are included in A6.

A3 People

During 2010-11 there continued to be staffing changes linked to the need for financial savings. Overall full-time staffing equivalents fell from 155 in March 2009 to 142 in March 2010 and 133 in March 2011. These reductions have been achieved with no compulsory redundancies (excluding secondments and staff on short term externally funded contracts).

The results of the Annual Staff Survey were encouraging showing a continued improvement in positive responses. Staff morale increased from 72% in 2009 to 78% in 2010. Staff motivation remained stable at 84%. Overall satisfaction with Warwickshire Probation as an organisation to work for increased from 76% in 2009 to 83% in 2010. This is in the context of considerable budget reductions and organisational change. An Action Plan has been developed to respond to issues and this has been incorporated into the Annual Plan 2011-12.

There has been a review of staff development and training arrangements due to staff changes and the implementation of the national Probation Qualification Framework in April 2010. Staff development and training is located within the Human Resources team and there has been continued

investment in staff development and training including:

- The Staff Conference 2010
- VQ3 for Probation Service Officer staff and Probation Service Officer Core Module Training
- Probation Officer training with 4 trainees graduating from the final Diploma Course. One member of staff starting year 2 of the new Probation Qualification Framework Foundation Course.
- Case Administrator training
- Equality Act training for all staff
- Stepping Stones (sentence planning) for all Offender Managers
- Staff Absence training for managers
- Institute of Occupational Stress and Health Stress Management Training
- Accreditation of Management Development Training

There was an improvement in staff sickness absence from 10.1 days per year to 9.5 days per year.

A4 Partnership and Resources

There has been a continued focus on budget reductions and improvements in efficiency and effectiveness throughout the year. The efficiencies identified in the Financial and Organisational Strategy have been implemented leading to a balanced budget outturn. The budget in 2010-11 was 5% less than the budget in 2009-10. Further details are given in A1.

The completion of the Warwickshire Justice Centre project was a major achievement in 2010-11. Four offices were closed (Stratford, Swan Street Warwick, Montague Road Warwick and Leamington) and over 70 staff transferred to the new offices in the Warwickshire Justice Centre in Leamington. A reporting centre has been provided in Redditch for people from the Studley area. The benefits of co-location have been significant, including:

- Improved access to partners and Probation staff
- Reduced travel costs
- Access to telephone conference facilities
- Improved working environments and facilities
- Improved inter-agency working including access to Courts, Police, Crown Prosecution Service, Victims

In addition the Rugby office has been refurbished with a lift installed and improvements to interview rooms and reception.

A detailed project plan to maximise the benefits of co-location has been drawn up by the Warwickshire Justice Strategic Management Board for implementation in 2011-12.

The Reducing Reoffending Action Plan was reviewed in May 2010. Access to Women's Services (Women in Focus) has continued following pilot funding in 2009-10. The Criminal Justice Liaison Service for Mentally Disordered Offenders has been maintained despite budget pressures and has been selected as a national pilot. The Local Area Agreement has funded Alcohol Treatment and Domestic Violence Co-ordinator posts.

There has been a successful transition for Employment Training and Education services from Transform (up to 31 March 2010) to OnTrak, both funded through European Social Fund. There is a successful partnership with Manchester College, the prime contractor and the project is exceeding targets with good progress in achieving hard outcomes. Employment at termination of order or licence is 56%, the highest of all 35 Probation Trusts.

Senior managers have worked effectively with Warwickshire Safer and Stronger Board to develop the Reducing Reoffending Strategy which includes a commitment to implement an Integrated Offender Management Scheme by September 2011.

The Trust has participated in the National Preview Project, aimed at producing detailed Unit Cost data. This has been used internally where possible to benchmark unit costs although in some areas there are still large unit cost variances which are not clearly understood.

During 2010-11 it was announced by the National Offender Management Service that Community Payback would be put out to national competition. Warwickshire Probation Trust is in Lot 4 and is working in partnership to deliver a successful bid led by Staffordshire West Midlands Trust as the prime contractor.



The Warwickshire Justice Centre in Leamington

A5 Processes

During 2010-11 a number of process improvements have been implemented. These include:

- New quality initiative (RADAR) with offender managers involved in peer review to enhance learning and quality of risk of harm practice. This has led to an improvement in quality from 66% to 77%.
- The Joint Victims Information Partnership now provides a joined up victim contact service. In addition Women's Safety Workers are also based in the unit ensuring improved co-ordination between partners regarding women's safety. The use of the Victim's workbook by offender managers with offenders has been further embedded in practice
- Stakeholder feedback questionnaires have been used more systematically and the results reported to the Trust. 78% of offenders gave positive feedback compared with a national average of 74%.
- Videoconferencing facilities have been installed in all main offices enabling offender managers to use facilities to interview prisoners. Telephone conferencing is being promoted for all staff.

A6 Equality and Diversity

Single Equality Scheme

The Warwickshire Probation Trust has a Single Equality Scheme published on the Trust website (www.warwickshireprobation.org.uk). The Single Equality Scheme was reviewed in April 2010 and the Action Plan attached to the scheme has been reviewed during the year. Key elements of the plan implemented during 2010-11 include:

- Offender survey, analysis by race, gender, disability, age
- Implementation of Women in Focus project for women offenders
- Equality Impact Assessments training for key staff
- Equality Impact Assessments completed for a range of new policies, for example: Fraud and Corruption Policy, Confidential Reporting Policy, Redundancy and Early Retirement letter, Staff Learning and Development Plan, Probation Qualifications Framework Strategy, Disciplinary Policy, Grievance Policy, Capability Policy
- Staff Survey includes feedback on diversity issues, and highlights any gaps which are then incorporated into the staff survey action plan
- Significant progress in Estates compliance. Lift installed in Rugby site. Nuneaton and Leamington sites Disability Discrimination Act compliant.

Equality Act 2010

During 2010-11 all Trust members, managers and staff have received Equality Act Training.

The Trust has considered the Equality Objectives and the Equality Duty and has developed a number of equality objectives incorporated into the 2011-12 Annual Plan with a view to developing more comprehensive objectives to be in place by April 2012. Objectives include development of monitoring and action plans to address issues raised by monitoring.

The Warwickshire Probation Trust Recruitment Policy has been changed to comply with the Equality Act 2010. Key changes relate to questions about sickness absence on application forms or at interview. Data collected with regard to recruitment now includes the relevant protected characteristics.

Monitoring

Service Delivery Monitoring analysis takes place annually. Due to the caseload numbers a full year's data is used for analysis purposes. The Offender Survey has been analysed by race, gender, age and disability. Service Delivery Analysis has focused on outcomes.

Staff Engagement

All staff have diversity objectives included in their appraisals and Personal Performance Development Plans. There is a Staff Diversity and Equality Group. During 2010 this group organised very successful Diversity Week events and a workshop at the Staff Conference. There are 3 staff support groups, representing Black, Asian and Minority Ethnic Staff (BAME), Lesbian, Gay, Bisexual and Transgender Group (LAGIP) and Group for staff with disabilities.

Contracts and Sub-Contracts

The Warwickshire Justice Centre has policies agreed by all partner agencies which cover Managing Disability and Statement of Commitment to Equality and Diversity and Human Rights. This refers to Equality Act 2010 duties.

Warwickshire Trust has a Service Level Agreement with the Warwickshire Race Equality Partnership to provide support in engaging with BME communities in Warwickshire, as well as information and support to the Trust on Equality matters. This contains a clause regarding compliance with Equality legislation.

Major contracts, such as the contract with Manchester College (ESF OnTrak) include clauses covering Discrimination Legislation

B RESULTS

B1 EXAMPLES OF SUCCESSFUL PRACTICE FROM APPROVED PREMISES

"I was at Mac House years ago and it's changed a lot since then. The pressure is on you not to take drugs – but for me that has been a good pressure; knowing things were strict and that I'd get sent back to jail if I started using again, helped me to stay off the gear.

J told me to use Mac House to help myself and I did. I even used the drug tests – every clean test I gave proved to myself that I could do it. For the first time I could get myself to talk to the staff about things that were wrong and my feelings about them. My Community Psychiatric Nurse was a great help in that as well.

Now I'm back on the out, I still have myself tested by Community Drug Team to prove I'm still clean. I feel better and more happy than I have for years. If I can use Mac House to turn things around after being in trouble with the law every year since 1985 – so can you!" **JH (September 2010)**

"I was given a 2½ year sentence in December 2008. I served my time at two prisons. This was my first offence; I found prison quite easy, probably because of my age and experience. I served 18 months and I got a 15 month licence.

Before I was released I was told that I would be coming to McIntyre House in Nuneaton, a town I am very familiar with. Various stories are passed around about hostels and I was expecting a lot of drug taking youths, drinkers, a grotty little place. I was pleasantly surprised when I got here. It was a large clean place with all the facilities you need, plus some freedom to go out, have your own money and independence. Staff were very good, down to earth and understanding. My keyworker R. was fantastic. Also J. without whom I would not be where I am now.

I had a lot of problems when I came out. I was an alcoholic before I went to prison. I did not receive any treatment for this. With good food, exercise and fresh air my health started to improve. I do not attribute alcohol to my offences. I still like a drink but with the alcohol testing here and guidance from staff and my Probation Officer, I have managed to resist drinking again.

To sum up, McIntyre House is a good stable environment with which to integrate yourself back into the community, if used correctly will work for anyone. One of the best things is that I was allowed to look after the greenhouse and also help other residents with things like Literacy, Numeracy and IT skills. I have just moved to my own bedsit, 9 weeks after arriving at McIntyre House and I am well on the way to being independent again.

Thank you McIntyre House for everything. **LW (May 2010)**

B2 Probation Trust Rating System

In 2010-11 Warwickshire was rated as Green or Good Performance under the Probation Trust Rating System.

PTRS		Q4	PROTECT THE PUBLIC & REDUCE CRIME			3	↑	Warwickshire Probation Trust											
Reducing Reoffending				Actual	Pred.	% Diff.													
				9.07%	10.14%	-10.52%													
Public Protection		3	↑	Offender Management		3	↑	Interventions		3	↑	Organisational Capability		3	⊕				
NS Public Protection	IPPT11	98.5%	4	↑	NS Offender Management	IPPT11	94.0%	3	↑	NS Interventions	IPPT11	86.8%	2	↑	Victim Contact	OMI1	100.0%	3	⊕
Parole Assessment Report Timeliness	OMI1	100.0%	3	⊕	Orders or Licences Successfully Completed	OMI1	78.2%	3	↑	Sex Offender Programme Completion Rate	OMI1	81.3%	n/a	⊕	Victim Feedback	OMI1	100.0%	3	⊕
Generic Parole Process	OMI2	100.0%	n/a		OASys Tier 2, 3, 4 & PPO Final Reviews	OMI2	94.2%	n/a	↑	Domestic Violence Programme Completion	OMI2	54.8%	1	↓	Sickness Absence	IPPT11	9.5	3	⊕
Approved Premises Audit	IPPT11	30.0	3		Accommodation at Termination	OMI2	89.9%	4	↑	Accredited OBP Completion Rate (excl. Accredited OBP Starts (Relevant Criteria))	OMI2	66.4%	3	↑	Budget Outturn	IPPT11	100.0%	3	
Licence Recall Requests	OMI2	97.7%	3	⊕	Offender Feedback	OMI2	76.1%	3		ATR Performance	OMI2	96.4%	4	↑	Audit Commission Results	IPPT11	3	3	
Tier 2, 3 OASys Timeliness	OMI2	94.0%	n/a	↑	End To End Enforcement (Q3)	OMI2	69.7%	3	↓	DRR Performance	OMI2	74.0%	3	⊕	OMI Management Results	IPPT11	63%	2	
Tier 4 & PPO OASys Timeliness	OMI2	95.3%	3	↑	Influencing Demand (incl. Corston)	OMI2	n/a	3		Community Payback Completion Rate	OMI2	59.6%	3	↑	Staff Diversity	IPPT11	13.8%	n/a	
OM Phase 2 & 3 OASys Timeliness	OMI2	92.2%	n/a	↓	Court Report Timeliness (incl. RIC)	OMI2	99.6%	3	↑	Community Payback Stand-downs	OMI2	77.9%	3	↑					
OASys Quality	OMI2	83.1%	n/a		Enforcement	OMI2	98.0%	3	⊕	Sustained Employment	OMI2	153%	3	⊕					
OMI Risk of Harm	IPPT11	66%	3		OMI Assessment & Sentence Planning	IPPT11	67%	3		Employment at Termination	OMI2	114.0%	3	↑					
					OMI 2 Enforcement & Compliance	IPPT11	n/a	n/a		OMI Interventions	IPPT11	55.6%	4	↑					
										OMI 2 Likelihood of Reoffending	IPPT11	63%	2						

B3 Offender Management

Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11
Victim contact within 8 weeks of sentence (No of victims in brackets)	91% 126	95% (101)	98% (110)	100% (114)	100% (156)
Timely risk assessments and plans for T4 and PPO offenders	95%/89%	94%/90%	83%/82%	90%	95%
Timely risk assessments and plans for T2 – 3		67%	82%	88%	94%
OM Phase 2 or 3 OASys Timeliness			98%	95%	92%
Risk Management Plan Timeliness			81%	88%	91%
Parole Assessment Report Timeliness			94%	100%	100%
Court reports Timeliness	88%	89%	98%	98%	100%
RIC PSRs for magistrates courts			74%	82%	78%
Enforcement within 10 days	99%	98%	96%	98%	98%
Compliance: % cases reach 6 months no breach	61%	67%	71%	67%	70%
National Standards Public Protection	82%	87%	91%	97%	98%
National Standards Offender Management		82%	83%	89%	94%
Successful completions of orders and licences		72%	72%	73%	78%
Licence recall target – within 24 hours		88%	95%	98%	98%
End to end enforcement	53%	53%	69%	74%	73%

Note:

T2, T3, T4 refer to tiers of work (4 is the highest tier)

OM refers to Offender Management

RIC refers to Remanded in Custody

B4 Interventions

Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11
Offenders in suitable accommodation at end of order or licence		81%	79%	82%	90%
Unpaid Work completions (completion rate)	367 (54%)	412 (51%)	450 (58%)	534 (74%)	540 (78%)
Basic skills: • Referrals • Awards (% of referrals)	465 (13%)	453 (6%)	486 (14%)	361 (20%)	402 (23%)
Keeping in employment for 4 weeks+	122	149	137	152	114
Successful Completion Rate on Programmes and Volumes (in brackets) SOTP (Sex Offender)		(15)	(15)	0% (15)	81% (13)
IDAP (Domestic Violence)		(6)	(14)	70% (12)	55% (17)
OBP (General Offending Behaviour)		(138)	(112)	73% (88)	66% (91)
Total	148	159	141	115	121
Alcohol Treatment Completion Rate and Volumes		(8)	(36)	71% (65)	74% (57)
Drug Rehabilitation Completion Rate and Volumes	(29)	(34)	(50)	51% (51)	59% (56)
National Standards Interventions		63%	68%	80%	87%
Hostel occupancy	89%	89%	90%	86%	87%
Unpaid work stand downs	0.3%	1.7%	0.9%	1.5%	1.5%
Hostels: % occupants assessed as high or very high risk on admission	46%	40%	55%	58%	54%
Employment at termination			51%	46%	56%
Approved Premises Audit		27/30	28/30	29/30	30/30

B5 Business Support

Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11
Local Minority Ethnic staffing	10%	12%	12%	13%	14%
Staff absences (av days/year)	11.3	12.1	9.2	10.1	9.5
Short term	4.7	4.2	4.3	5.4	3.6
Long term	6.4	7.4	3.9	3.0	5.5
Disability Discrimination Act	0.3	0.6	1.1	1.7	0.3
Race and ethnic monitoring data correct codes and on time	99%	98%	97%	94%	96%
Disability recording (offenders)		64%	73%	86%	95%
Police National Computer Recording		91%	89%	94%	93%

B6 Reconviction rates over 3 months

Rolling 4 quarter reconviction rate	Up to Dec 2008	Up to Dec 2009	Up to Dec 2010
3 month predicted rate	10.40%	10.59%	10.00%
3 month actual rate	10.51%	10.24%	8.97%
% change	+1.11%	-3.23%	-10.29%*

*statistically significant

C WORKLOAD AND ACTIVITY STATISTICS

C1 Caseload at 31 March

Caseload	2007	2008	2009	2010	2011
Community Rehabilitation Order	83	23	13	10	6
Community Order (minus DRR or UPW requirement)	491	502	496	346	453
Community Punishment and Rehabilitation Order	16	7	12	4	2
Community Punishment Order	39	19	19	7	1
Community Order with Unpaid Work Requirement	309 (363)	345 (450)	351 (446)	389 (484)	279 (369)
Drug Treatment and Testing Order	8	0	0	0	0
Community Order with Drug Rehabilitation	43 (52)	60 (69)	63 (80)	48 62	25 (34)
Suspended Sentence (CJA03)	192	278	281	307	299
Licences including pre-release	599	660	739	694	613
Total Caseload	1780	1894	1974	1967	1778
Total Caseload excluding multiple orders	1673	1757	1835	1867	1692

- figures in brackets include requirements for UPW or Drug Treatment on a CJA Suspended Sentence.

C2 Commencements

Commencements	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11
Community Rehabilitation Order	21	11	1	10	1
Community Order minus UPW and DRR	594	613	562	465	533
Community Punishment and Rehabilitation Order	7	4	6	3	0
Community Punishment Order	74	37	44	18	4
Community Order with Unpaid Work requirement	513 (609)+	631 (787)+	620 (746)+	813 (993)+	568 (718)+
Drug Treatment and Testing Order	5	0	0	0	0
Community Order with Drug Rehabilitation	68 (81)+	91 (109)+	108 (132)+	89 (111)+	56 (80)+
Post release licence (initial)	234 (226)*	293 (285)*	161 (214)*	241 (239)*	241 (232)*
Suspended Sentence	254	297	273	346	307
Total Commencements	1856	2011	1829	1984	1753

* figures in brackets indicate individuals

+ figures in brackets indicate requirements for UPW or Drug Treatment as part of a suspended sentence (CJA 2003)

C3 Community Punishment

	2006/ 2007	2007/ 2008	2008/ 09	2009/ 10	2010/ 11
Hours ordered	81179	96307	93066	106,340	86,812
Hours worked	55665	61199	63447	76,922	71,294
Completion rate (hours)	69%	64%	68%	72%	82%
Completion rate (requirement)	69%	71%	72%	74%	78%

C4 Pre-Sentence Reports and Specific Level Reports Written

Reports	2006/ 2007	2007/ 2008	2008/ 09	2009/ 10	2010/ 11
Magistrates' Court					
Full PSR	1057	975	848	570	313
FDR	266	442	466	547	555
Oral	n/a	n/a	n/a	n/a	348
Crown Court					
PSR	315	328	316	357	314
FDR	2	2	1	15	34
Oral	n/a	n/a	n/a	n/a	2
Total Reports	1640	1747	1631	1489	1566
Percentage FDRs	16%	25%	29%	38%	38%
Percentage Oral					22%

Note: PSR – Pre-sentence report, FDR – Fast Delivery Report

Note: Accurate recording of oral reports commenced in 2010-11

D TRUST MEMBERS AND CONTACT ADDRESS

Membership of Warwickshire Probation Trust from 1 April 2010 to 31 March 2011

Mr Robin Verso (Chair)
Ms L Stafford (Chief Executive)
His Honour Judge C Hodson (retired March 2011)
Mr C Goody
Mr J Holland
Mr R Hughes
Mrs S Robertson
Mr I Rufus
Mrs M Whitbread

Officers of Warwickshire Probation Trust

Mr D Clarke, Treasurer, (replaced by Mr J Betts 1 April 2011) represented by Mr A Lovegrove
Mr J Graham, Secretary, with legal advice from Ms A Hallworth

Members of the Warwickshire Probation Trust can be contacted through the Administrative Officer to the Trust, Mrs Cathy I'Anson at the Warwickshire Justice Centre (address below), telephone 01926 682281
E-mail cathy.i'anson@warwickshire.probation.gsi.gov.uk

Where to find us

Warwickshire Probation Trust
Warwickshire Justice Centre
Newbold Terrace
LEAMINGTON SPA CV32 4EL
Tel 01926 682217
Fax 01926 682662

Web site

The Warwickshire Probation Website address is
www.warwickshireprobation.org.uk