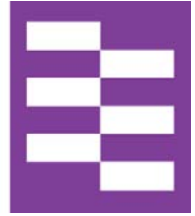


**Avon and
Somerset**
Probation Trust



Avon and Somerset Probation Trust

**Annual Report and Accounts
2012–2013**

**Avon and
Somerset
Probation Trust**



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Annual Report and Accounts
2012–2013

Presented to Parliament pursuant to The Government Resources and Accounts Act 2000
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Vision, Mission & Values

Our Vision

Our vision at Avon & Somerset Probation Trust is that we will contribute to a fair and effective Criminal Justice System, which will provide justice for victims and local communities, punishment and reform for offenders and value for the taxpayer.

Our Mission

The purpose of Avon & Somerset Probation is to secure the most effective management of offenders to reduce crime and to protect victims in order to increase public safety in our area.

Our goals are to enforce orders of the courts, to listen to and take into account the views of victims and to rehabilitate offenders.

We treat everyone with respect and dignity while recognising the diversity of the communities in which we live and work.

Our Values

Trustworthy:	We will act with integrity and honesty, and be held to account for our actions
Creative:	We will encourage innovation and best practice
Flexible:	We will manage change constructively
Positive:	We will provide support during change and challenge
Inclusive:	We will treat all individuals with dignity and respect
Inspiring:	We will motivate ourselves and others to achieve full potential

Our Goals

- To value the views of victims when enforcing the orders and sentences of the courts
- To punish and rehabilitate offenders to reduce crime
- To develop our professional and business skills to be a commissioner or provider of choice in a competitive market
- To deliver excellent quality and value to our partners and stakeholders

Foreword

Last year our foreword was caveated by the uncertainty created by the ‘Probation Review’, published in March 2012. The government has now published its plans for Transforming Rehabilitation. Our staff have been kept well informed, throughout the consultation processes. We have shared information with relevant parties about those elements of the intentions that we find of professional concern. In the continuing context of questions that remain with regard to government plans, our Business Plan this year is focused on what we will deliver and builds upon our achievements. We have agreed our contract objectives with National Offender Management Services (NOMS) for 2013–14.

We are proud to lead an organisation that keeps a focus on delivery and continuous improvement despite this extended context of uncertainty and one where increasingly the crucial corporate support functions integrate with our core offender management and interventions work. Our partnership working is a central feature and proving effective, especially with the Police, to drive down crime. Integrated Offender Management for those likely to commit most crime has been rolled out across our Trust. With our Police and Local Authority colleagues we have established groundbreaking Integrated Offender Management work with dangerous offenders in Bristol.

Again staff from our Trust have been recognised nationally and locally. In the National Probation Awards our staff were recognised as winners in the categories of Offender Management and Services to Victims. Our Assistant Chief Officer for Business Development received commendation from the Butler Trust in a ceremony at Buckingham Palace and our Chief Officer was awarded OBE for her services to public protection and the rehabilitation of offenders.

Our Education Training and Employment Team (previous national team of the year winners) have once again achieved Matrix Accreditation in recognition of the high quality work they undertake. The organisation has also achieved ISO 14001 for Environmental Management Systems and ISO18001 for Health and Safety.

We are delighted to be advised that our Community Payback Team have been selected as Team of the Year, an award to be presented at the forthcoming 2013 National Probation Awards.

Integrated Offender Management has grown from strength to strength. Bristol has its lowest crime rate since recording was established and our police colleagues publicly recognise the part our partnership with the Police and Bristol City Council has played in contributing to this. Our IRiS initiative of Integrated Offender Management with dangerous offenders has undertaken pioneering work in combining statutory sector data in a unique way to establish those individuals in our communities who present the greatest risk of harm. The project integrates the assessment and management skills of a range of professionals to reduce these risks.

Our Assured Partner scheme has been an important development in creating a framework of assurance to assess those organisations in the communities to whom we refer our service users. This innovation has been well received by our partners and has been shared with others at a national conference.

Whilst it is important to celebrate some of our more public successes, we do not forget that the Trust's reputation as an effective and competent organisation is a product of the whole team.

Everything that our staff do, individually and collectively makes a difference. We are truly proud of our Trust and all the staff who make it excel.

Our staff conferences this year have pursued desistance as a central theme and this has built upon the work of our Desistance Development Officer. Our conferences delivered an excellent range of workshops that included personal accounts of desistance in action, a moving presentation on

Restorative Justice from a couple whose son was killed and an important account from a victim of stalking, assisting our staff to better understand this crime and its impact upon the victim.

Our relations with our Trades Unions have a solid foundation based on mutual respect and openness. We are committed to being clear and open with our Union colleagues and all our staff. This affords an excellent foundation as we progress further into what is likely to be an increasingly dramatic and unsettling period of change. We will ensure that the excellent working relationship that we have built with our staff and unions is used to best effect in continuing to deliver the highest quality services to our communities. We maintain our commitment to continuous improvement, as exemplified in our status as an organisation rated four star Recognised for Excellence (EFQM).

The Committee on Standards in Public Life published a report, 'Standards Matter', in January 2013. This was a review of best practice in promoting good behaviour in public life. To quote from the opening of the Report:

"Standards of behaviour matter. They are particularly important where public money is being spent on public services or public functions. Citizens have a right to expect that holders of public office who take decisions which affect their lives should do so with impartiality, should be truthful about what they are doing and should use public money wisely. Society can expect better outcomes when decisions are made fairly and on merit and not influenced by personal or private interests. Organisations in every sector benefit from greater legitimacy when the public has confidence in their integrity. The UK economy benefits nationally and internationally from that confidence."

And,

*"Robust, effective **leadership**. It is the leaders of any organisation who are best placed to set an appropriate tone and promote the right culture. Elected representatives, board members and managers at all levels should exemplify the high standards of behaviour they require of others. Organisations need to make sure they grow or recruit leaders with the necessary values."*

All the four conclusions of the Report bear close reading, relevant as they are to public sector bodies, contractors and others providing services paid for out of the public purse and government itself. The Report is an influential document for our Board and their understanding and exemplification of the 7 principles of public life: selflessness; integrity; objectivity; accountability; honesty; openness; and, leadership.

At this critical time in the history of probation the publication and findings of this report represent immensely important guiding principles. We are wholly committed to working with others in accordance with those principles throughout the forthcoming changes to the delivery of offender supervision and services to victims.



Joe Kuipers
Board Chair



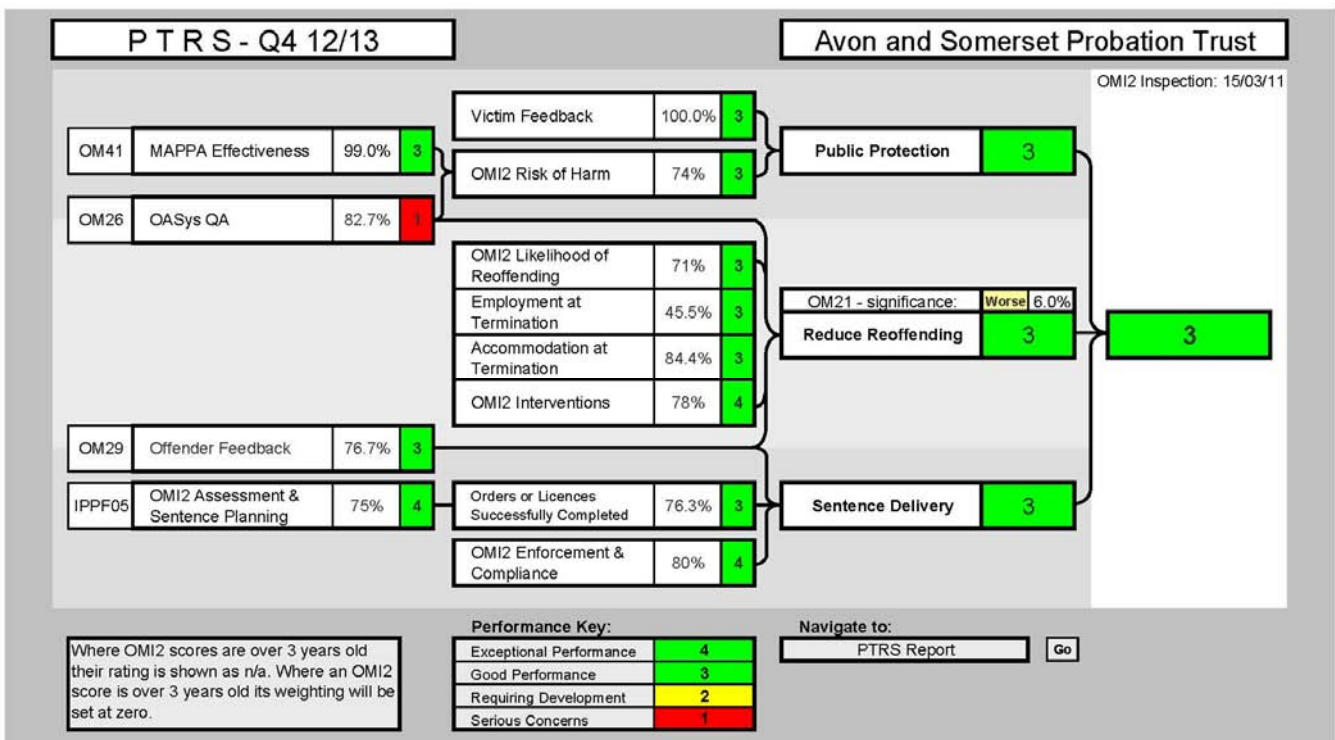
Sally Lewis
Chief Executive Officer

1. Operational & Performance Review 2012–13

Operational and Performance Review

Overall Avon and Somerset Probation Trust (ASPT) has had another successful year with elements of performance on the Probation Trust Rating System (PTRS) being judged as ‘exceptional’ over the year: for example our Multi Agency Public Protection Arrangements (MAPPA) effectiveness. The overall volume of programmes was delivered with 304 completions against a target of 303: more programmes were delivered to the highest risk offenders exceeding the target. Resources were directed to deliver additional sex offender programmes due to identified need on the caseload (42 completions from a target of 28). In addition the Integrated Domestic Abuse Programme (IDAP) delivered over target (124 completions from a target of 120). The higher risk focused programmes tend to be more resource intensive so the overall programme target was met with resources being directed to meet public protection concerns.

The Probation Trust Rating System (“PTRS”) is a table showing the results of 13 key performance measures that NOMS set Probation trusts to achieve in 2012/13. ASPT was graded “Good” or “Exceptional” on 11 of the 13 measures. The 13 measures are grouped into three domains – Public Protection, Reducing Reoffending and Sentence Delivery. ASPT was graded “Good” on all three of these domains. The three domains are then, in turn, grouped, into one overall grading where ASPT was graded as “Good”:



This is the latest information available, published as a draft at the time of submission.

ASPT Board remain focused on delivering public protection outcomes. We apply the assessment criteria on OASys (Offender Assessment System) Quality Assurance cases in a very stringent manner. Trusts will benchmark quality assurance activity in 13/14, which will give a clearer picture of ASPT performance compared to other Trusts. In addition, to drive continuous case quality improvement, ASPT will introduce

a holistic case management quality framework in 2013/14, which will ensure that a wide range of quality targets are met or exceeded.

Offender Management & Public Protection

Public protection is one of the 5 duties of Avon & Somerset Probation Trust; it is at the heart of all we do and the Trust Board considers it to be the Trust's highest priority.

It finds expression both through individual face to face work with offenders and in co-operative multi-agency working such as MAPPA throughout Avon & Somerset and the Integrated Response: Integrated Services (IRiS) pilot in Bristol. In both, people from all relevant agencies are brought together to share information and plan the safe management of the offenders assessed as being most likely to cause serious harm to the public. A joint initiative between MAPPA and IRiS is the use of GPS tracking to monitor selected Very High Risk of Harm offenders.

Effective public protection requires the offender manager to be mindful of the potential for harm, especially for those offenders supervised on licence after release from custody. Often working closely with others, such as Approved Premises, they take pre-emptive action to recall people to prison to prevent offending where there is evidence that that a licence's behaviour is deteriorating. In this way we avoid the creation of new victims, another core duty. Avon & Somerset Probation Trust also works closely with many victims to ensure they are kept informed about the progress of offenders through the system and have their views taken into account by authorities making decisions about those offenders, such as the Parole Board. Victim awareness work with offenders, either in groups or individuals, is a priority.

All the above is underpinned by extensive training designed to keep staff up to date with developments and continually improve practice.

Our People

Diversity

The Equality Act 2010 and equality and diversity awareness continue to be part of the regular training programme, in order to ensure consistency in what we do as employers and to ensure compliance with the law in our service delivery.

The Trust is required to meet the general public sector Equality Duty. In addition, in 2011/12 the Government established specific public sector Equality Duties. One of these was to publish information on equalities to show compliance with the Equality Act, from 31 January 2012, then regularly thereafter. Our information can be found at www.avonandsomersetprobation.org.uk. This information indicated areas for further action or development in order to aim to reduce and differential outcomes for offenders sharing some of the protected characteristics. The second specific public sector Equality Duty is to publish objectives. These relate to the areas indicated in the published information and have been included in our Business Planning since then.

Organisational Structure

In Offender Management, continued devolution to the Local Delivery Units (LDU) is in place, which means geographical rather than functional lines of management. Budgets and staffing responsibility are devolved as far as possible. Each LDU receives support from a dedicated corporate services assigned Management Accountant and HR Business Partner. Intervention services are organised on a functional basis, but with staff based in the relevant localities in order to build the required communication networks with offender managers, offenders and partnership agencies. They also receive finance and HR Business Partner support.

During 2012/13, a review and restructure of the IT and BDU team was carried out involving extensive consultation with those affected and other stakeholders. This resulted in a refocusing of the work of this team that reflects the future move to a national case management system and away from a number of locally developed IT systems. It also augmented IT helpdesk support, security and information assurance processes. This restructure resulted in one compulsory redundancy, one redeployment, one new position (offered to existing staff first) and one fixed term post.

A small number of staffing reductions across the Trust were also made to support efficiencies, as detailed on page 53. These were achieved via a voluntary departure scheme using criteria for acceptance based on affordability, business objectives, prevention of compulsory redundancy and the creation of development opportunities.

Other organisational change included consideration of the offender management cluster model and in Bristol, the creation of one large offender management team all located at the Bridewell building which is shared with the Police. This physical and organisational change required a positive shift in working practices and approach and was achieved with minimum issues thanks to the skills of those organising this change and the proactive and positive attitude of the staff affected.

Corporate Service Support from HR

The changes introduced previously linked HR Business Partner to each LDU, and function of the service. These continued to be consolidated so that every senior and middle manager knows their HR contact is and in turn the HR Business Partners are now closely aligned to their area. They are involved in business meetings and support change management and performance management at the earliest opportunity, often working at operational offices away from HQ. This means that managers work more closely with HR and can address any issues that may arise early on. One of the HR Business Partners won the local Staff Excellence Award for Innovation in recognition of her successful application of this model.

Health and Safety

At the end of March 2013, the Trust was audited for Occupational Health and Safety (OHAS) 18001 (an accreditation previously held and referred to as ISO18001.) The British Safety Council auditor recommended accreditation again of this Internationally recognised gold standard. This demonstrates our commitment at all levels to providing a safe and healthy working environment for staff. We have an e-based Health and Safety Management System that is easily accessible by all staff where they can access all essential Health and Safety training, awareness raising and essential updating, plus details of all of the risk assessments relevant to their role and area of work. As an organisation we can use this for assurance that we meet our duty of care for the Health and Safety of our staff and also to identify any areas requiring action or training.

Staff Development

The Trust now has 9 staff at various stages of the new professional Probation Officer route. The Trust's Learning and Development Plan was overhauled in 2012/13 in order to ensure a wider range of development opportunities for all staff. A wide range of professional courses were delivered in house including some well respected risk management courses, programmes training and other work related development. Many staff gained vocational management qualifications and in order to ensure that operational staff can also deliver training and specified activities, we also continued to support Prepare to Teach in the Lifelong Learning Sector (PTTLS) training.

Employee Engagement

Staff Engagement and Well-Being continued to be developed including staff forum meetings and two staff conferences. These were very highly rated by our staff of whom 81% of attendees rated their conference as 4 or 5 out of 5. Guest and Keynote speakers as well as the range of workshop choices, were well rated for professional updating and also for personal wellbeing and/or development.

Quality Assurance and Innovation

The ASPT Commercial and Quality Strategies emphasise the vital assurance from Offender Management Inspection (OMI) and OfSTED inspections along side the importance of benchmarking through external quality accreditation. To complement this, as part of NOMS contract assurance processes, ASPT have designed a holistic Quality Assurance Framework for Offender Management called 'ASPT 360'. This builds on a wide range of good practice linked to the Her Majesty's Inspectorate of Probation (HMIP) standard, current desistance and 'what works' research and enables every practitioner to have over 10 hours a year of focussed, dedicated time to engage with reflective practice based on the results of observations and case audits.

This activity will assist the Trust in identifying and celebrating excellent practice from all its staff as well as designing bespoke support packages for staff whose current practice falls short of the high standards required to inspire confidence in our ability to continue to protect the public and reduce reoffending.

The Board recognition programme has continued with staff from across the Trust operations and corporate services attending throughout the last year. ASPT continue to be recognised for excellent work at the Probation national awards having 2 winners in the 11/12 awards.

Finally, the Employment, Training and Education (ETE) team nominated their Assistant Chief Officer (ACO) for a Butler Trust award and were very pleased to see her receive a commendation from HRH The Princess Royal at Buckingham Palace in March 2013.

The Board is aware of the positive impact of these awards on staff morale and were delighted to congratulate this year's local award winners at the recent staff conferences.

The local categories mirrored those of the National Awards and staff won for initiatives including:

Team of the year – ETE

For a proactive approach to developing delivery in partnership with high quality provision of employment, training and education in a commercial environment. Having exceeded delivery targets during the first year of the New Future Project, which contributed to achieving the revised matrix award. The team also has excellent partnership working with the construction industry and IMPACT offenders who have achieved their CSCS training and card. This award also recognises the success in linking MAPPA cases to Job Centre Plus.

Equality and Diversity – Bridge House

For a successful approach in supporting offenders with many diverse needs. A particular example of good practice was the preparation and on-going appropriate support for a resident who was a practising Jew. A similar example was for a transgender resident, with whom the team had on-going dialogue about his changing needs and ensuring these were accommodated. In all examples, the team's respect for diversity needs has been very evident.

Innovation – Sue Willcocks

For innovation successfully applied using the HR Business Partner approach to her work. Sue has supported the move to streamlined more user friendly HR policies using good understanding of what works and her sound HR judgement. Working out of our operational offices to the great benefit of our teams such that one team manager has said "with Sue by my side, I simply feel that I cannot go wrong." Her patience and instinct has also assisted senior managers in strategic decisions.

Interventions – Kerensa Holgate

For developing and rolling out one to one interventions for residents of the Approved Premises (AP), training AP staff, engaging with Offender Management (OM) staff and developing excellent working relationships to support bespoke interventions that achieve sentence plan objectives. OM colleagues have welcomed her guidance and now spend more time at the APs.

Staff at the AP's report feeling very much part of the service working along side offender management in a more inclusive way, which is crucial to managing high risk of harm cases.

Lifetime Achievement – Dan O'Connor

For lifetime achievement to high levels of performance and quality in Probation. Dan has been commended for numerous reasons such as representing the best of "old school probation" balanced with "creativity in formulating ideas for improvement, his partnership approach and excellent negotiation skills. Qualifying in 1978 he has worked across a broad range of probation services and led some innovative projects, supporting and developing many staff along the way.

His manager finds his honesty and integrity invaluable and states that Dan is "as enthusiastic today about the prospect of changing lives" as our records demonstrate he was as a young officer.

Offender Management – IRiS

For becoming a fully functioning and effective team in a short space of time. The team integrates Probation, the Police and Mental Health and works with high risk/dangerous offenders. The team have a calm approach and work jointly on thorough and robust risk assessments. Their nomination included a number of examples of going the extra mile. The IRiS Development Manager commended the team for their commitment, treating everybody with dignity and respect saying "it is a pleasure to listen to their ideas and see them act on them, making changes in the way they work."

Public Protection – Amy Coppack

For her contribution to Public Protection through excellent liaison between the Police and Probation services as the ViSOR Administrator. Amy is described as an exemplary role model who is recognised by police colleagues for identifying cases where both agencies could work together more closely, achieved through her professionalism, approachability and level of knowledge. Amy's nomination was also "thoroughly and wholeheartedly" endorsed by DI Becky Cawsey from the Dangerous Offenders Unit.

Victim Services – Anna Whateley

For skills and expertise in supporting complex victims cases calmly and sensitively. Anna's nomination cited a challenging example where her balanced approach with several family members and agencies was instrumental in repairing a situation where people had previously not been heard. Anna is described as an indispensable team member, happy to support colleagues and also by an LDU Team Leader as the "bridge" between victim liaison and the LDU team, which has earned Anna the upmost respect from colleagues.

Working in Partnership – Kate Wildish

For providing expert advice to the Court for Drug Rehabilitation Requirements, providing an invaluable link between the Trust, magistrates, solicitors, court staff and probation colleagues. Kate provides realistic advice and is seen as a friendly, familiar person by offenders, making their reviews go more smoothly. Magistrates and partner agencies alike hold her in high esteem. Pat Rose at Nilaari says "I would describe her approach as a shining example of how partnerships can work well."

The Trust has continued to value the contribution that benchmarking to external standards can have on a relentless focus on quality. We were very pleased to achieve the following in 12/13:

- The ETE team were reaccredited to the new and challenging **matrix** standard
- ASPT were recommended for the BS OHSAS 18001 Health and Safety standard
- ASPT were awarded the ISO 14001 Environmental standard
- A full external review of ASPT Information and IT security was conducted in preparations for moving to the ISO 27001 / 2 standards.

The ASPT Assured Partner Scheme continues to expand offering assurance on the operational and corporate standards of our community partners.

ASPT are also noted as a mindful employer for both disability and mental health.

From Matrix Accreditation Dec 2012“The Avon and Somerset Probation Trust Education, Training and Employment Team has demonstrated a clear commitment to quality assured service delivery with a focus on the overall client outcome of reducing the likelihood that the individual will reoffend. Services are delivered by competent professional staff within the limitations and restrictions of the Probation environment. The Trust has responded to feedback and strategic challenges positively, restructuring and seconding staff for new projects whilst developing the processes and management information systems to oversee the service and understand it within the wider context of the Trust.”

Finance

The Finance Department continues its proven track record of remaining within the approved annual budget and the achievement of unqualified accounts. The demonstration of strong financial controls and value for money is recorded through positive audit ratings, with the Trust’s Finance Department receiving the highest Internal Audit rating on its Financial Budgets, Control and Reporting.

Financial responsibilities within the Trust budgets are enhanced through devolved budgets for all areas of service and corporate delivery, including Offender Management within the three LDUs. This level of devolved budgets, aligning the management of costs close to the delivery of services. Preview is a national costing exercise undertaken by all Probation Trusts, providing benchmarks for unit costs on a variety of activities. The Trusts Preview results have been compared to other similar Trusts, to drive down actual costs, and share improved working practices.

The Estates Strategy continues to secure reduced charges under the national contract and achieves utilisation of effective office space. Of particular importance this year has been the move to a fully operational integrated model of working with Police Intelligence and operational officers in Bristol. A move which saved the Trust a significant amount of estates expenditure. Further savings will be pursued in the forthcoming year, although the Probation Review will impact on timescales and the approval process. The Trust is fully committed to optimising alternatives to costly travel and reducing our impact on the environment. This includes the promotion of teleconferencing and video conferencing facilities as a first choice, followed by pooled transport arrangements and an increased use of public transport. Offender travel costs have been substantially reduced over the last three years and we will continue to look at ways of reducing this expenditure. The Trust’s fleet mileage has reduced year on year, while the sustainable alternatives have increased in use.

Courts

We provide a very visible and productive service to all our courts within Avon and Somerset area. Our Probation Officers present in the Crown and Magistrates Courts and play a significant role in providing the Sentencers with advice and written reports, which will help inform their sentencing decisions. We are very proud that we have continued to provide a very high percentage of our reports on the same day in fact in North Somerset 71% of reports are completed on the same day an outstanding achievement. This means fewer adjournments that would inevitably cost the taxpayer more money. We now provide an on the day service to our Crown Courts which has been greatly received by our Senior Judge Ford presiding at Bristol Crown Court. Over 90% of our reports are produced in a short format requiring less probation resources and resulting in swifter sentencing action.

We pride ourselves on our use of different communication channels to ensure that we keep our sentencers informed about our new interventions and models of managing our most prolific and dangerous offenders. We offer a wide range of sentencing options from specific standalone activity requirements for dealing with drug and alcohol abuse to intensive programmes that deal with violent

offending and victim awareness programmes. Our aim is to ensure that all the requirements that are given as a community sentence can be delivered in this area.

Our most recent Sentencer e-survey showed high satisfaction rates with written report quality, the clarity of our Risk of Harm assessments and our ability to treat all offenders equally and fairly. The results of our second sentencer satisfaction survey indicates that the overall satisfaction rating has increased from 6.4 to 7.10 being the highest level.

We have refreshed our Sentencers Newsletter in a style that took into account the valuable feedback we receive from our sentencers e-surveys on the style, format content and frequency of information that our Sentencers wish to receive from us.

We value the contribution that our Magistrates make when they volunteer to be part of new ventures. In Bristol we have the current Chair of the Magistrates Court sitting on the Restorative Justice Board and her personal contributions has been very useful in the development of our plans on how to inform our sentencers on Restorative Justice (RJ). We work on a very local basis responding to the needs of each court.

Briefing sessions before court sittings in the morning and Tea Parties in the afternoon are very effective at informing our Magistrates on effectiveness of community sentences and informing them of the partnership work with other organisations that help offenders continue to receive support at the end of statutory supervision.

We continue to enjoy an active working relationship with our Magistrates by continuing to invest in the Local Crime Community Sentence project. Over the last 12 months we have delivered a number of joint presentations to the community on the effectiveness of community sentences. The Local Crime Community Sentence (LCCS) initiative is a national approach to promoting the effectiveness of community penalties. The presentations are given jointly by a probation officer and a serving magistrate. One of our Probation Board Members has now taken on the volunteer role of LCCS co-ordinator and has very successfully raised the profile of LCCS in the Taunton area.

Victim Contact Team

Victim Liaison Officers (VLOs) provide a service to victims of serious sexual and violent crimes where the offender receives a prison sentence or hospital order of 12 months or more. VLOs ensure that victims who take up the service are kept informed, if they want to be, of key events in the offender's sentence, enabling the victim to have a voice in terms of requesting licence conditions when the offender is released and also in parole cases, submitting a Victim Impact Statement to the Parole Board hearing. At the end of 2012/13 this service was being provided to over 1100 victims in our communities. Despite their workload the team continues to make contact with all eligible victims within the 8 week deadline after the offender has been sentenced and satisfaction survey results remain consistently high for this team.

During 2012 we commissioned and received a research report on victim satisfaction from those to whom we provide a service, which is being used to inform future practise developments; some quotes from this survey are shown below, which were in response to the question about what was the most important aspect of the service they received from us:

“ Giving all the information and help to the best of their ability and making sure that you as an individual will understand”

“ Treating us (victims) with the utmost respect and sensitivity”

“I would like to say a big thank you to the Probation Service for keeping me informed all the way along”

Women’s Safety Officers provide a vital role in working with victims whose partners, or ex-partners, are undertaking the accredited Integrated Domestic Abuse Programme.

They work to ensure that these vulnerable women develop strategies to keep themselves safe and are informed of support available to them within their local areas. Over 200 women are receiving this service. Both Women’s Safety Officers and Victim Liaison Officers work closely with their colleagues in Local Delivery Units across the area and with police and other agencies, to ensure that victims’ safety is promoted.

The Victim Reference Group, made up of a small group of past and present recipients of our service, has met on 3 occasions and has contributed to our submissions on some important consultation documents – the Government’s “Getting it Right for Victims and Witnesses “ and Avon and Somerset Police and Crime Commissioner’s Police and Crime Survey.

Finally, the outstanding contribution of one team member, Sarah Edwards, Victim Contact Administration Officer, was recognised when she won the National Probation Award in the category Victim Services in 2012.

Local Delivery Units (LDUs)

The on-going development of our 3 LDUs continues to place reducing re-offending planning at the very heart of the local authority crime and disorder partnerships assessments. Our role ensures that reducing re-offending remains a top priority with our local delivery and co-commissioning partners and ensures that we support targeted, high quality services, which deliver value for money. These embedded strategic relationships and local delivery models promote, re-enforce and support our working relationships with the Police, Prison and other key partners within each LDU.

LDU Leaders are able to provide professional expertise on ‘what works’ with offenders and share segmented offender profile information that results in the delivery of an integrated approach to effectively target resources with the best outcomes. A key feature of this model is our relationship with prisons and a willingness to work together enabling seamless transitions from prison into the community, which our experience tells us is a critical time where the risk of re-offending increases. The benefits of this approach in engaging our partners has resulted in safer communities and a reduction in the number of victims of crime across the entire Avon and Somerset area. We now share a common vision that relentlessly seeks to reduce crime, protect the public and prevent re-offending. The establishment of Reducing Re-Offending Boards have continued to influence the provision and assess to services particularly focussing on locally assessed need regarding education and training, accommodation, drug and alcohol treatment that continues to be an important factor in reducing the risk of re-offending. The NOMS segmentation data and evidence base is further assisting the Trust in targeting resources to greatest effect.

We are extremely proud of our IMPACT (Integrated Offender management) teams which are fully established within each LDU and we recognise that our success and future success remains firmly around building and maintaining those relationships with statutory, voluntary and private sector.

IMPACT teams work on the principles of Integrated Offender Management (IOM) which has received national recognition for its outstanding success in reducing crime. We have built on this success in 12/13 by creating the Integrated Response, Integrated Services (IRiS) team who are bringing these proven and successful IOM principles to the management of the most dangerous individuals in our community.

This ground breaking work, being piloted in Bristol, is linked to Pathfinder research regarding the impact of Personality Disorder on case management decisions and good practice. The new teams consist of probation, police and health staff and will establish or build on networks within our local communities. Our partners offer a very valuable contribution to the focus of re-integrating offenders successfully so that they become law abiding citizens. This allows ex-offenders to make positive steps and choices to desist from crime and therefore contribute to establishing safer communities.

Restorative Justice

We work in partnership with our local authorities, voluntary organisations, charities and the Police in promoting the use of Restorative Justice Approaches when dealing with conflict amongst our citizens in Bristol and the wider Avon and Somerset Area. In December 2012, Avon and Somerset Probation Trust jointly hosted a conference on restorative justice which was attended by the newly elected Mayor for Bristol George Ferguson and the new Police and Crime Commissioner for Avon and Somerset, Sue Mountstevens who both pledged their support to putting victims wishes at the very heart of repairing the harm that may have been done to them using restorative approaches.

Our LDU leader in Bristol now chairs the Restorative Justice Multi-agency Board that has been set up to implement a plan that will seek to use restorative approaches that benefit both victims and offenders to increase victim satisfaction and future well-being and reduce the risk of further offending.

Community Payback

Community Payback (CP) within Avon and Somerset Probation Trust (ASPT) has grown to deliver double the quantity of unpaid work hours sentenced by the court since 2005/6. Operating 7 days a week for 50 weeks of the year our productivity in that period of growth has improved by 120% as a result of innovations in driving down costs. As a result we deliver excellent value for the taxpayer.

The number of people starting a Community Payback Order were the highest ever in January 2012 (253). We project our total hours worked in 2012/13 to be similar to 2011/12. We delivered our highest ever monthly hours worked by offenders in March 2012 (19,516 hours).

We will again, in 2012/13, exceed the number of completed orders (1,400) that we are contracted to deliver by the Ministry of Justice. Importantly we operate a strict structure, which replicates the real 'world of work' with the expectation that offenders attend as instructed, on time.

ASPT Community Payback has worked with, in excess of, 140 projects in 2012.

Partnerships with Local Authorities link to crime reduction and improving communities through removing rubbish and graffiti and cutting back undergrowth and bushes – resulting in areas looking and feeling safer. Work is undertaken in care homes, churches and a host of community groups and charities; some innovations this year include creating a herb garden for a village and an allotment in the grounds of a hospice, to provide fresh produce for residents.

We continue to respond to requests from the public and are developing our communication methods to keep the public informed of the work done in their communities. A particular success has been the Twitter account, @CPaybackASPT, which currently has 257 followers, comprising of local partners, beneficiaries, probation staff and members of the public.

For full details of the work of the Community Payback teams, and quotes from appreciative beneficiaries, please see our full Annual Report on www.avonandsomersetprobation.org.uk

Accredited Programmes

The Accredited Programmes Team working within the Trust provide an evidence based portfolio of programmes aimed at reducing reoffending, some specifically target difficult and dangerous sections of the offender population, those who have committed sexual and domestic abuse offences.

During 2012/13 the following completions were achieved:

- 138 General Offending Behaviour Programmes
- 124 Integrated Domestic Abuse Programmes (IDAP)
- 42 Thames Valley Sexual Offender Programmes (TVSOP and iSOTP), including the Internet Sexual Offender Programme.

The highly trained team of staff deliver programmes from Bristol, Bath, Bridgewater, Yeovil and Taunton and provide programmes at evenings and weekends to ensure that undertaking the programmes does not compromise an offenders paid employment commitments. The team appreciated the support received from LDUs in terms of generating appropriate referrals and staff who worked with us on a sessional basis, to ensure that we minimised disruption to the planned programmes, as far as possible.

During the year several programmes were re-introduced and within the General Offending Programme suite, the following are available to courts across the area;

- Thinking Skills Programme (TSP)
- Low Intensity Alcohol Programme (LIAP)
- Drink Impaired Drivers (DID)
- Aggression Replacement Therapy (ART)
- Addressing Substance Related Offending (ASRO)

Work also started on planning for the roll out of new programmes, Building Better Relationships (BBR), which will replace IDAP, Building Skills for Recovery (BBR) which will replace ASRO, and RESOLVE which will replace ART.

Work has also continued developing a suite of Specified Activity Requirement programmes, and those available to Courts within Avon and Somerset include:

- Managing Aggression Requirement
- Female Only Specified Activity Requirement (FOSAR)
- Alcohol Activity Requirement
- Victim Awareness Mini Programme (VAMP)
- Employment and Education Activity Requirement

Also being piloted is a programme aimed at offenders with learning difficulties, Supported Offender Behaviour Activity Requirement (SOBAR).

Education, Training and Employment (ETE)

The ASPT team were very pleased to build on the **matrix** award gained in 2011/12 by being re-accredited to the new and more challenging standard in November 2012/13: **matrix** sets the standard for all adult information, advice and guidance work focussed on training and employment services. The refreshed standard has a much greater focus on evidencing the outcomes and impact of ETE work.

As well as offering assurance on the high quality of services delivered, this standard is required to bid for any training and employment related funds in the commercial market.

David Folland the MATRIX assessor noted:

“The ETE services have been increasingly recognised as an integral part of the Trust and their contribution to the Trust’s strategic success is demonstrated through performance and management

reporting at a Board level. This has enabled the impact of the provision of ETE services on key targets, such as helping clients to find employment and learning, to be better understood in relation to achieving the outcome of reduced reoffending”.

(MATRIX Assessment Report 2012)

The ETE team continue to be successful at drawing in a wide range of funds to support offenders gain training and work outcomes. Sustained employment is known to be a key pathway in reducing reoffending and helping individuals lead crime free lives. The ETE team is able to integrate employment services into the sentence plan and to work closely with local Offender Managers.

These funds, which enable ETE delivery to both statutory and non statutory offenders including those leaving custody from a short sentence, are particularly useful in supporting Integrated Offender Management (IMPACT) resulting in a reduction of local crime figures. In particular the NOMS / European Social Fund ‘New Futures’ Project has been a real success, exceeding all support, training and employment targets. This joint working, which resulted in some of the most prolific offenders sustaining work, resulted in the ETE team receiving the ASPT Team of the Year award in 12/13.

“I thought I’d never get this sort of support”

“They asked what I wanted – that was a first”

“They’ve helped me turn my life around”

“I didn’t come before, now I have I won’t reoffend”

Service User Quotes from MATRIX 2012

The team had four broad strands of work in 12/13 and achieved the following outcomes:

- **Delivering Activity Requirements (ARs) as part of Court Orders.**
The team delivered over 134 ETE ARs in 2012/13. The content of these can be very varied and frequently involves working with a range of Community partners to deliver a range of training and education activity which improves skills and helps the individual gain work. A new development in 12/13 was for ETE staff to manage ‘stand-alone’ Activity Requirements as Offender Managers. This will ensure that the AR delivery is focussed and swift.
- **Delivering National Careers Service Sessions**
The team delivered a total of 2794 sessions of information and advice to offenders and ex-offenders in 2012/13 – an increase on 11/12. Each offender builds an action plan which is integrated into their overall sentence plan.
- **Delivering the Department of Work and Pensions Work Programme**
ASPT are an ‘End to End’ and ‘Specialist’ provider under the Work Programme. While our services specialise in supporting offenders they are equally suitable for any disadvantaged individual who may face barriers to entering work. ASPT are a very small provider but have helped 94 people get into work and 46 sustained this for over 6 months. ASPT also receive a high rating from service users for the quality of our services.
- **Delivering the NOMs Co-financed New Futures Employability Services**
ASPT are delivering Case Working support to Tribal as part of the second round of this important European funded programme. Our focus is to ensure that those offenders most likely to re-offend or those presenting the highest risk are supported to contribute to reduced crime and re-offending. The Project began in late January 2012 and has worked with at least 596 individuals delivering 2898 support outcomes, 257 into learning or training and 88 into work by end March 2013. These figures represent an over achievement against target and excellent work to a high quality as confirmed by the matrix assessment

Finally, the ETE team nominated their ACO for a Butler Trust award and were very pleased to see her receive a commendation from HRH The Princess Royal at Buckingham Palace in March. In addition the ETE operational manager was awarded the ASPT lifetime achievement award in March for a relentless focus on performance and quality.

Approved Premises

There are 3 Approved Premises run by the Probation Trust, Bridge House and Brigstocke Road are both in Bristol and Glogan House in Bridgewater. We also have close links with a voluntary managed Approved Premise, Ashley House in Bristol, and during the last year work has continued on a proposed formal transfer of Ashley House into the ASPT Approved Premise estate. These premises provide a regional service to Probation Trusts to enable offenders to be placed for resettlement in the community in an environment which combines close monitoring of risk factors and enforcement of licence conditions. Attention is also given to offence focussed work, each offender has a key worker who develops an individual work programme which operates throughout the offender's stay in the Approved Premise. During 2012 staff have continued to develop their roles as offender supervisors, developing the range of interventions delivered in the Approved Premises, on a 1:1 and group basis.

The member of staff responsible for this project has been shortlisted for the National Probation Awards for 2012 for Interventions.

Close liaison is maintained with the offender's offender manager as well as with other key partner agencies such as the police, health, prisons, psychology departments, drug and alcohol rehabilitation services and the local residents through regular Community Liaison Meetings. The improvement in occupancy levels made last year has been maintained, and is currently at 94% for the year to date.

Statistics

Demographic data

Table 1: Population size and change by local authority

	2001	2011	% change
Bath & NE Somerset	169,040	176,016	4%
Bristol	380,615	428,234	13%
North Somerset	188,564	202,566	7%
Somerset	498,093	529,972	6%
South Gloucestershire	245,641	262,767	7%
Avon & Somerset	1,481,953	1,599,555	8%
<i>England</i>	<i>49,138,831</i>	<i>53,012,456</i>	<i>8%</i>

Census data, ONS Neighbourhood Statistics website

Avon and Somerset has a growing population of almost 1.6 million. It contains five upper tier local authorities of which Somerset is the largest by population. Bristol is the fastest growing.

Table 2: Size, population density and deprivation by local authority

	Area sq km	Persons per sq km	% LSOAs deprived
Bath & NE Somerset	346	509	0%
Bristol	110	3,893	13%
North Somerset	375	540	7%
Somerset	3,451	154	2%
South Gloucestershire	497	529	0%
Avon & Somerset	4,779	335	5%

2011 Census data, ONS Neighbourhood Statistics website.

“LSOA”= Lower Super Output Areas, usually smaller than wards. “Deprived” = bottom 10% of Eng & Wal LSOAs according to Index of Multiple Deprivation 2010.

There is a huge variety in the local authority size and population density across Avon and Somerset. This creates different challenges for the Trust around, for instance, offender transport and fair access to services and programmes. Somerset is rural, Bristol urban, the other three authorities more mixed. Multiple deprivation features most heavily in Bristol, though all areas, even generally prosperous South Gloucestershire and Bath & NE Somerset, have less wealthy areas.

Table 3: Ethnicity of Population by Local Authority

	Total Population	White	Asian/ Asian British	Black/ Black British	Mixed/ Multiple Ethnic Groups	Other Ethnic Group	Total	BME Total
Bath & NE Somerset	176,016	94.6%	2.6%	0.8%	1.6%	0.4%	100%	5.4%
Bristol	428,234	84.0%	5.5%	6.0%	3.6%	0.9%	100%	16.0%
North Somerset	202,566	97.3%	1.2%	0.3%	0.9%	0.2%	100%	2.6%
Somerset	529,972	98.0%	0.9%	0.2%	0.8%	0.1%	100%	2.0%
South Gloucestershire	262,767	95.0%	2.5%	0.9%	1.5%	0.3%	100%	5.2%
Avon & Somerset	1,599,555	93.3%	2.6%	1.9%	1.8%	0.4%	100%	6.7%
<i>England</i>	<i>53,012,456</i>	<i>85.5%</i>	<i>7.7%</i>	<i>3.4%</i>	<i>2.2%</i>	<i>1.0%</i>	<i>100%</i>	<i>14.3%</i>

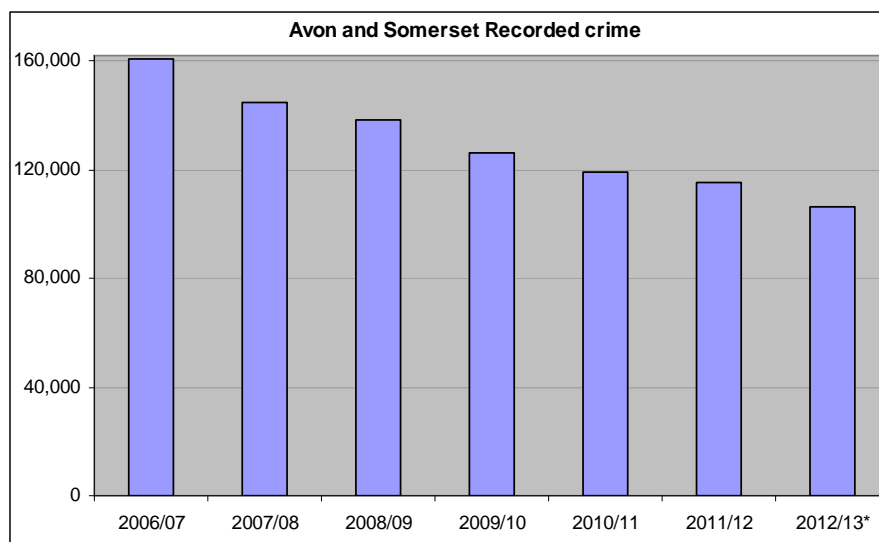
Census data, ONS Neighbourhood Statistics website

With the exception of Bristol, Avon and Somerset is not particularly ethnically diverse compared with the England average. Note that “White Other”, a subset of “White” that isn’t shown in the table, is around 4% of Avon and Somerset population.

Crime data

Table 4: Recorded Crime in Avon and Somerset

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	% change
Crime	160,834	144,970	138,083	125,899	119,122	115,186	106,525
% annual change		Down 10%	Down 5%	Down 9%	Down 5%	Down 3%	Down 11%



Home Office and ONS websites

Crime continues to drop quickly in Avon and Somerset. We believe IMPACT (Integrated Offender Management) across Avon and Somerset have made a strong contribution to this. Probation officers work closely with Police, Prison, CJIT (Criminal Justice Intervention Team) and other agencies in these integrated offender management teams that focus on the most prolific offenders.

Offenders Supervised Data

The following tables mainly come from internal ASPT data which may change slightly when published officially on the Ministry of Justice website.

Offenders supervised trend

	Avon & Somerset	% annual change	England & Wales	% annual change
Mar 07	4,316		237,796	
Mar 08	4,934	14%	244,287	3%
Mar 09	5,358	9%	244,290	0%
Mar 10	5,694	6%	240,707	-1%
Mar 11	5,806	2%	236,543	-2%
Mar 12	6,037	4%	234,510	-1%
Mar 13	5,512	-9%	227,339	-3%

* Sept 12 for England & Wales

The number of offenders supervised by ASPT dropped quite sharply in March 2013, which matches more closely the England and Wales trend. We are investigating the reasons but suspect declining numbers of prosecutions in Courts may be a contributing factor. This in turn may be caused by the sharp decline in recorded crime.

Offenders by Order Type

	Community Orders & SSOs	% annual change	In Custody	% annual change	On Licence	% annual change
Mar 07	2,738		1,157		454	
Mar 08	3,057	12%	1,391	20%	514	13%
Mar 09	3,396	11%	1,388	0%	621	21%
Mar 10	3,489	3%	1,365	-2%	853	37%
Mar 11	3,498	0%	1,386	2%	952	12%
Mar 12	3,555	2%	1,496	8%	986	4%
Mar 13	3,062	-14%	1,385	-7%	1,065	8%

Community Orders and SSOs have declined most sharply. These are usually shorter sentences than the Custody and Licence ones so will be more sensitive to changes in Court cases. Those on Licence continue to rise however and as these will be some of the most high risk offenders the decline in total offenders numbers doesn't necessarily mean a reduction in workload.

Offenders by Tier

	Tier 1	% annual change	Tier 2	% annual change	Tier 3	% annual change	Tier 4	% annual change
Mar 12	1,190		1,476		2,302		1,069	
Mar 13	951	20%	1,383	-6%	2,152	-7%	1,026	-4%

The offenders with lower risk of harm and risk of reoffending, tier 1, have dropped the most. The most risky, tier 4, have dropped the least.

Offenders by Gender

	Male	% annual change	Female	% annual change
Mar 12	5,402		635	
Mar 13	4,946	-8%	566	-11%

The slightly higher rate of decline for female offenders means that they fall from 11% to 10% of the total.

Offenders supervised by Ethnicity

	White	% annual change	Black	% annual change	Mixed	% annual change	Not Stated	% annual change	Asian	% annual change	Other	% annual change
Mar 12	5,103		393		237		160		107		37	
Mar 13	4,629	-9%	360	-8%	227	-4%	148	-8%	113	6%	35	-5%

The ethnic split amongst offenders stays similar – as White, Black and Mixed categories all drop, with the exception of a small rise in offenders describing themselves as Asian

Offenders supervised by Age at Commencement

	<20	% annual change	20–24	% annual change	25–29	% annual change	30–34	% annual change	35–39	% annual change
Mar 12	463		1,389		1,071		868		699	
Mar 13	506	9%	1,208	-13%	998	-7%	754	-13%	643	-8%

	40–44	% annual change	45–49	% annual change	50–54	% annual change	55–59	% annual change	60+	% annual change
Mar 12	599		471		241		117		119	
Mar 13	519	-13%	433	-8%	208	-14%	124	6%	119	0%

The average age of offenders supervised rose from 32 to 33 years. Community Orders are more likely to go to younger offenders and those On Licence will be older, so the trends in these types of disposals will play a big part in this. The table shows that there is an exception with offenders under 20 rising quickly, which may be due to increased use of Youth Rehabilitation Orders. Note there is no decline in offenders aged 55 or more.

2. Management Commentary

Statutory background

The Probation Trusts were established under the Offender Management Act 2007 (OM Act). Each Trust is a corporate body under the OM Act and a Non-Departmental Public Body (NDPB) which reports to the National Offender Management Service (NOMS). This Trust came into existence on 1 April 2010 (following transition from Avon & Somerset Probation Board which was established in 2001).

These accounts have been prepared in accordance with the Government Financial Reporting Manual (FRM) issued by HM Treasury (HMT) and in accordance with the accounts direction issued, on page 74, by the Secretary of State under the OM Act.

Principal activities

Avon and Somerset Probation Trust covers the Avon and Somerset police area, as defined in Schedule 1 of the Police Act 1996, serving a population of approximately 1.5 million. The goals of the organisation are to:

- Reduce re-offending, and
- Protect the public from the harm that serious or prolific offenders can do to individuals, communities and the public.

We do this work by ensuring that:

- Offenders are carefully assessed to identify the risks they present,
- Offenders are directed to interventions that will reduce their identified risks
- Offenders are properly managed throughout their sentence
- Sentences are properly enforced
- Attention is given to the needs of victims of serious offenders

Much of the work we do depends on partnership working with the police, prisons, local authorities, private and voluntary organisations.

We aim to:

- Provide information to courts across Avon and Somerset to help sentencing decisions
- Safely supervise people serving their sentence in the community
- Ensure people complete their community sentences and take them back to court if they don't
- Prevent people from committing more crimes
- Prepare prisoners for release
- Supervise prisoners who are released into the community on license
- Liaise with victims of serious crime.

Going Concern

In March 2012 the Secretary of State announced the start of consultation exercises on the future of probation services in England and Wales and on planned reforms to community sentences. This consultation ended at the end of June 2012. A further consultation commenced in January 2013 building on the previous consultation last year which set out plans to contract out probation services more widely and increase the use of Payment by Results. The consultation period ended on 22 February 2013 and the results of these consultations were published in "Transforming Rehabilitation: A strategy for Reform", on 9 May 2013 by the Secretary of State for Justice.

The recommendations of the report will change the way in which probation services are commissioned and delivered. A new National Probation Service will be created to protect the public from the most dangerous offenders and manage the provision of probation services. England and Wales will be divided into 21 contract areas which align closely with local authorities and Police and Crime Commissioner

areas. MoJ/NOMS will be responsible for commissioning rehabilitation services. Probation service local delivery units will support the gathering of intelligence on needs and priorities at a local level, including from key partners (e.g. local authority needs assessments) to feed into the MoJ/NOMS commissioning process. The implications of the new arrangements for individual Trusts are not provided in the consultation announcement at this stage. Specifically, the announcement does not provide sufficient detail to form a judgement on whether the material functions, assets and liabilities will be transferred for continuing use in the public sector in the context of the FReM paragraph 2.2.15. This is likely to become clearer during 2013–14 as the proposals are further developed and implemented.

Implementation of the new arrangements will require a Statutory Instrument to be issued by the Secretary of State under the Offender Management Act 2007, subject to negative affirmation. This had not been drafted at the date the Annual Report and Accounts were approved. Senior management has concluded therefore that, having reviewed the results of the consultation within the context of the Financial Reporting Manual (FReM), it is appropriate for the Trust to prepare the 2012–13 Annual Report and Accounts on a going concern basis, with disclosure of a 'material uncertainty' around going concern, arising from the recommendations of the report, Transforming Rehabilitation: A strategy for Reform.

Operational Performance during 2012–13

An analysis of performance outcomes is summarised in the Annual Report on pages 5 to 20.

Results for the year

The Statement of Comprehensive Net Expenditure (SoCNE) for the year is shown on page 42. The Statement of Changes in Taxpayers' Equity is shown on page 45.

Operating costs

The net operating cost before tax for 2012–13 stands at £2,298k compared to £1,497k for 2011–12. The reason for the increase is largely due to higher employer pension costs.

Statement of Financial Position and Statement of Cash Flows

The Statement of Financial Position and Statement of Cash Flows are on pages 43 and 44.

The net liability position has decreased from £38,880k at March 2012 to £37,264k at March 2013. The largest single movement in net assets is a decrease in the Trust's pension liability of £1,608k.

Payment of creditors

In the year to 31 March 2013, the Trust paid 3,358 trade invoices with a value of £5,911,757. The percentage of undisputed invoices paid within 30 days by the Trust was 98.36% compared to 97.73% in 2011–12.

Treatment of Pension Liabilities

Past and present employees of the Probation Trusts are covered by the provisions of the Local Government Pension Scheme (LGPS). This is a funded defined benefit scheme meaning that retirement benefits are determined independently of the investments of the scheme, and employers are obliged to make additional contributions where assets are insufficient to meet retirement benefits. Further information can be found in **Note 4** to the Accounts.

Sickness absence data

The average levels of absence due to staff sickness were 7.8 days across the Trust (2011–12 6.4 days).

Personal data related incidents

The following gives a summary report of significant personal data related incidents in 2012–13, which were formally reported to the Information Commissioner's Office (ICO).

Date of incident (month)	Nature of incident	Nature of data involved	Number of people potentially affected	Notification of steps
April	S55	Offender	1	NOMS–ICO–Police
August	Email sent to incorrect recipient	MAPPAs	1	NOMS
November	Personal data	Offender	1	NOMS

In all the above cases, a risk assessment was carried out to assess who, if anyone should be notified and to ensure measures were in place to mitigate risk to individuals and prevent recurrence of the incident. All staff undertake a compulsory Information Assurance training course when joining the department and an annual refresher course.

Events after the reporting period

In accordance with the requirements of IAS 10, events after the reporting period are considered up to the date on which the accounts are authorised for issue. This is interpreted as the date of the Audit Certificate of the Comptroller and Auditor General.

Note 27 on page 73 gives details of reportable events.

Sustainable development

The Trust falls within the scope of reporting under the Greening Government commitment. As such we have produced a separate sustainability report showing performance against sustainability targets for greenhouse gas emissions, waste minimisation and management and the use of finite resources and their related expenditure. The Sustainability Report is shown on pages 76 to 80.

Future developments

Future development is pending the publication of the Ministry of Justice response to the consultation of the future of probation services.

Communications and employee involvement

Avon and Somerset Probation Trust continues to develop communication with key stakeholder groups, identifying the best method for disseminating information appropriately. Messages to staff have aimed to identify core information in order that staff can not only understand issues and changes affecting Probation nationally, but also communicate those with local relevance to communities, partner agencies, sentencers, colleagues and service users.

Over the last year we have continued to review and assess the Trust's communication infrastructure ensuring that we maintain effective communication channels and update technology where improvements can be made.

2012–13 has seen an internal audit of the website and photo library resulting in changes which will see it become a responsive site accessible to all web devices. We are also formally developing a library system to hold the Trust's photos enabling us to publish approved photos and finally completing the production of a Staff training DVD.

A successful staff conference concluded this year with workshops focussing on Desistance, Restorative Justice and competitive changes to the future of Probation.

Staff diversity

Information on diversity is summarised on page 6. A full version of the Trust's Equality Duty Report can be found at www.avonandsomersetprobation.org.uk.

Audit

In accordance with the direction given by the Secretary of State, these accounts have been prepared in accordance with the FReM. With effect from 1 April 2012, the external Auditor changed from the Audit Commission to the National Audit Office. This change of the external Auditors was driven by a Department of Communities and Local Government decision to disband the Audit Commission and was made by HMT via a 2012 order to the Government Resource Accounts Act 2000. The Comptroller and Auditor General is appointed by statute to audit the Trust and reports on the truth and fairness of the annual financial statements and the regularity of income and expenditure. The Audit Certificate of the Comptroller and Auditor General is attached to the Accounts on page 40.

Total audit fees reported in the Accounts are £37,000. The external audit fees for 2011–12 relate to the previous external auditor. The audit fees for 2012–13 are made up of:

- £23,000 for the external audit of the statutory accounts and
- £14,000 for internal audit services.

As Accountable Officer, I have taken all steps to ensure that:

- I am aware of any relevant audit information
- the Auditor is aware of that information, and
- there is no relevant audit information of which the Auditor is unaware.

The Avon and Somerset Probation Trust Management Board

The governance arrangements within the Trust for the period April 2012 to March 2013, included the following:

- Quarterly Board meetings at which the financial results and forecast outturn position were presented and discussed.
- Regular Audit Committees held throughout the year, attended by both the internal and external auditors.
- Internal audits conducted throughout the year resulting in an annual internal audit report which assessed the Trust's governance arrangements as being reasonable.

The Annual Governance Statement is shown on page 29 to 39.

The Chair and other members of the Board were all appointed by the Secretary of State in line with the Commissioner for Public Appointments "Guidance on Appointments to Public Bodies". Board members are initially appointed for a term not exceeding three years which may be extended for up to a further three years. The Secretary of State may give written notice of termination of service to Board members without a specified notice period. Board members may at any time resign office, giving written notice to the Secretary of State. Chief Executive Officers are appointed as crown servants on a permanent basis and are subject to three calendar months notice in writing either way.

Details of the remuneration of the Management Board are set out in the Remuneration Report on pages 26 to 27.

Membership of the Board is set out in the table below:

Position	Name	Date appointment commenced / ended (during 2012–13) where appropriate
Chief Executive	Sally Lewis	
Chair	Joe Kuipers	
Board Secretary	Anne Roberts	
Board Member	Kerry Curtis	
Board Member	Paul Burton	
Board Member	Susan Graham	
Board Member	Alan Cottrell	
Board Member	Emily Williams	Resigned 31 July 2012
Board Member	Emma Pusill	Appointed 2 January 2013

My thanks and appreciation is extended to all past and present members of the Board for their hard work and effort during this reporting year.

Accountable Officer
17 June 2013

3. Remuneration Report

Appointments

The Chair, the Chief Executive, and other members of the Trust Board are all appointed by the Secretary of State in line with the Commissioner for Public Appointments “Guidance on Appointments to Public Bodies”. The emoluments of these persons are paid through Ministry of Justice funds.

The salary and pension entitlements of the senior managers and non-executive directors of the Avon and Somerset Probation Trust were as follows:

A) REMUNERATION – AUDITED

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

	2012/13			2011/12		
	Salary (as defined below) £000s	Bonus £000s	Benefits in kind (rounded to the nearest £100) £	Salary (as define d below) £000s	Bonus £000s	Benefits in kind (rounded to the nearest £100) £
Sally Lewis	85–90	0–5	None	80–85	0–5	None
Joe Kuipers	15–20	None	None	15–20	None	None
Kerry Curtis	0–5	None	None	0–5	None	None
Paul Burton	0–5	None	None	0–5	None	None
Susan Graham	0–5	None	None	0–5	None	None
Alan Cottrell	0–5	None	None	0–5	None	None
Emily Williams	0–5	None	None	0–5	None	None
Emma Pusill	0–5	None	None	0–5	None	None

All Ministry of Justice appointed Trust Board members receive non-pensionable remuneration of £15.40 per hour from 1 April 2008, with the exception of the Chief Executive and the Chair. Trusts at their discretion may pay a travelling allowance and any other relevant expenses incurred.

The total remuneration of the highest paid Director and the median total remuneration for other staff are shown in the table below.

	Total Full-time Equivalent Remuneration	
	2012–13	2011–12
Highest paid Director (pay band)	£85,000–£90,000	£80,000–85,000
Median for other staff	£27,102	£27,102
Pay multiple ratio	3.28:1	3.04:1

The median remuneration is the total remuneration of the staff member(s) lying in the middle of the linear distribution of the total staff, excluding the highest paid Director. The pay multiple ratio is ratio between the total remuneration of the highest paid Director and the median for other staff.

Salary

‘Salary’ includes basic pay.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. The benefits received are in respect of costs for accommodation, travel and the pecuniary liability in respect of tax paid under the employer PAYE settlement agreement with HM Revenue and Customs.

B) PENSION BENEFITS – AUDITED

	Total accrued pension at pension age as at 31 March 2013 & related lump sum	Real increase/ (decrease) in pension and related lump sum at pension age	CETV at 31 March 2013	CETV at 31 March 2012*	Real increase/ (decrease) in CETV after adjustment for inflation and changes in market investment factors
	£000s	£000s	£000s	£000s	£000s
Sally Lewis	35–40 plus lump sum of 85–90	2.5–5 plus lump sum of 2.5–5	710	647	29

The CETV as at 31 March 2012 is larger than the figure disclosed in last year's annual report because an error was discovered by the pension fund in the summer of 2012.

This scheme provides benefits on a 'final salary' basis at a normal retirement age of 65. Benefits accrue at the rate of 1/60th of pensionable salary for service from 1 April 2008 with no automatic lump sum. For pensionable service up to 31 March 2008, benefits accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to 3/80ths of final pay of every year of total membership is payable on retirement. The scheme permits employees to take an increase in their lump sum payment on retirement in exchange for a reduction in their future annual pension. Members pay contributions of between 5.5% and 7.5% of pensionable earnings. Employers pay the balance of the cost of providing benefits, after taking into account investment returns.

Cash Equivalent Transfer Value (CETV)

This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service Pension arrangements and for which the Civil Service Vote has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries, and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses current market valuation factors for the start and end of the period.

Accountable Officer

17 June 2013

4. Statement of Accountable Officer's Responsibilities

Under the Schedule 1, paragraph 13(1)(b) of the Offender Management Act 2007, the Secretary of State has directed the Avon & Somerset Probation Trust to prepare for each financial year, a statement of accounts detailing the resources acquired, held or disposed of during the year and the use of resources by the Trust 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 Trust and of its income and expenditure, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accountable Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- 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;
- Make judgments and estimates on a reasonable basis;
- 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
- Prepare the financial statements on a going concern basis.

The Secretary of State has appointed the Chief Executive as the Accountable Officer of the Trust. The responsibilities of the Accountable 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 Trust's assets, are set out in Managing Public Money published by HM Treasury.

5. Governance Statement

Scope of Responsibility

1. Avon and Somerset Probation Trust is an executive non-departmental public body and has been successfully operating as a Trust since 1 April 2010. As Accountable Officer of the Trust, I have responsibility for maintaining a sound system of internal control safeguarding the use of public funds and assets, including Ministry of Justice (MoJ) assets, for which I am personally responsible, for ensuring propriety and regularity in the handling of those public funds and for the day to day operations and management of the organisation. This is in accordance with the responsibilities assigned to me under Financial Directives and in line with the requirements of the Accountable Officer Memorandum for Probation Trust Chief Executives.
2. As Chief Executive, I am accountable to the Trust. The Trust has responsibility for the provision of probation services in the area of Avon and Somerset through a contract with the Secretary of State for Justice acting through the National Offender Management Service (NOMS), an Executive Agency of the Ministry of Justice. The National Offender Management Service, operating through a Senior Community Lead, allocates a budget to the Probation Trust and sets local performance delivery targets (derived from national targets which are agreed by the Ministry of Justice) within an agreed Contract. Quarterly contract meetings between NOMS and the Trust take place to manage the contract.
3. There are three Local Delivery Units (Bristol, Bath & N. East Somerset and S. Gloucestershire, and Somerset) each managed by a Local Delivery Unit (LDU) leader, at Assistant Chief Officer level, with devolved responsibilities for budgets.
4. The Board has agreed Standing Orders and Standing Financial Instructions in accordance with the provisions of its contract with the MoJ and the MoJ Governance Handbook for Probation Trusts. A comprehensive Scheme of Delegation setting out responsibilities of the Board, Chief Executive and other senior officers was revised and approved in 2012. The Board approves the Trust's Business and Financial Plans which underpin delivery of the performance required.
5. The Board met its governance requirements of meeting at least four times a year. Attendance records are kept for each meeting and there were no instances where the quorum was not met.
6. The Board reviews and approves the governance framework of the Trust annually, including the terms of reference and membership of its sub-committees. Sub-committees include the Audit & Risk Committee, Joint Negotiation and Consultative Committee, Remuneration Committee, Performance Contract Compliance & Commercial Development Group, the Serious Further Offence Panel and from 2012, the Joint Health and Safety Committee, each regularly reporting to the Board. Each Board member has a particular set of duties that relate to one or more of the committees and each is assigned to one LDU area. One new Board member was appointed to fulfil the required complement and a second new Board member has been appointed to start April 2013. This will strengthen the Board's expertise and skills.
7. The Trust complies with the UK Corporate Governance Code. It has an effective Board, with clear division of responsibilities between the non-executive members and executive Trust Leadership Team (TLT). Recruitment of new Board members took place as part of a formal, rigorous and transparent procedure which met OCPA guidelines. It undertakes an annual evaluation of members' performance, it assesses the Trust business and financial strategy, communicates with stakeholders and maintains a sound system of risk management system and assurance. The Trust has a Board Secretary, responsible for Governance compliance. An internal audit of information assurance took place during the reporting period focusing on the Annual Governance Statement and this provided no significant findings.

8. The Board regularly reviews the performance of the Probation Trust and this includes providing assurance to NOMS and MoJ via the quarterly contract review meetings and Board meetings. More streamlined mechanisms for monitoring and providing this assurance were discussed and agreed with the Senior community lead in 2012/13. The Board was satisfied with the effectiveness of these arrangements. The Performance, Contract Compliance and Commercial Development Group which combines the quarterly contract review meetings with NOMS is in its second year of operation, reviewing performance against the objectives and targets which have been agreed in the Contract, and considering performance, quality and value issues and non-NOMS contracts.
9. During 2012/13, the Audit & Risk Committee continued to focus on its risk management function using the Trust Business Risk System aligned to the Trust's 16 Business Plan objectives. This provides a more streamlined approach, enabling the Committee to more effectively monitor, scrutinise and challenge key and emerging risks in the context of the Trust's business objectives, including review of the risk severity. The Committee reports on these to the Board.
10. The Serious Further Offence Panel gives detailed attention to all Serious Further Offence Reviews and receives information to confirm that all actions arising from these reviews have been completed. The Panel's remit also considers Child Protection Serious Case Reviews in which the Avon and Somerset Probation Trust is involved and Ombudsman Reports into deaths in Approved Premises. The Panel has incorporated into local procedures and practice and revised its terms of reference to provide assurance to NOMS that the Board is satisfied that progress in improving practice has been made, to consider copies of victim summary reports and to consider whether the reviews identify any act or omission in the management of the case that represents a realistic prospect of preventing the serious further offence.
11. The Avon and Somerset Criminal Justice Board, of which I am a member, reviews a range of performance areas relating to the delivery and operation of Criminal Justice in the Avon and Somerset Trust. The Criminal Justice Board operates a series of sub-groups which are attended by staff to represent our Trust, and address cross cutting performance and operational issues. The Trust works with the Local Criminal Justice Board to better integrate the services that victims and witnesses of crime in Avon and Somerset receive from all relevant partners. The Criminal Justice Board plays an important governance role in the operation and development of Integrated Offender Management.
12. Any relevant issues arising from local or nationally published Serious Further Offences are raised with the Criminal Justice Board.
13. The Trust also participates as a Responsible Authority in Multi Agency Public Protection Arrangements (MAPPA) led integrated serious incident reviews. Audits of MAPPA cases are carried out by Police and Probation managerial staff groups, working together.
14. Through partnerships with the Police, and other relevant agencies, the Trust has implemented a new integrated approach across Avon and Somerset to offender management through IMPACT teams, which have been commended nationally. During this reporting period, the Trust moved into the offices of One Bridewell, to further enable integration of working practices with the Police.
15. Following on from the success of IMPACT and the strong partnership with the Police, the Trust during 2012/13 developed further integrated approaches to working with dangerous offenders by introducing a pilot in Bristol called IRiS (Integrated Response, Integrated Service).
16. The Trust has been working closely with the newly established Police and Crime Commissioner for Avon & Somerset, appointed November 2012 to discuss common concerns and priorities and reinforce shared priorities.

The Purpose of the System of Internal Control

17. The system of internal control is designed to manage risk to a reasonable level rather than eliminate all the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.
18. The system of internal control ensures that the Trust has a sound system of internal control which includes:
- delivering the core functions of an audit & risk committee;
 - providing effective internal audit in accordance with relevant requirements;
 - an assurance framework informing transparent governance reporting;
 - standing orders, standing financial instructions and a scheme of delegation;
 - ensuring compliance with relevant laws and regulations and ensuring that expenditure is lawful; and sound internal financial control for key systems, for example the general ledger, accounts payable and accounts receivable, and all electronic payment systems.

I am satisfied that the system of internal control described in this statement is effective. I have received a report from the Chair of the Audit & Risk Committee covering the Committee's activities during 2012/13, providing me with assurance on the quality of financial and management reporting, the quality of internal and external audit work, that issues pertinent to this statement are managed appropriately and that risks have been identified, managed and reported.

19. The system of internal control is based on an ongoing process designed to identify and prioritise the principal risks to the achievement of Avon and Somerset Probation Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised, the impact should they be realised, and to manage them efficiently, effectively and economically. This process has been in place for the year ended 31st March 2013 and up to the date of approval of the Annual Report and Accounts and accords with Treasury guidance. The Trust has received Unqualified Accounts since its inception.

Capacity to handle risk

20. As Accountable Officer I have personal responsibility to lead Avon and Somerset Probation Trust in the risk management process. The Trust's Leadership Team (TLT) and other senior managers have participated on a routine and regular basis to review high level risks identified in the Business Plan, and emerging business risks. Training has previously been provided to senior managers, and Board members, on risk identification, impact and controls. Middle managers have also been briefed in relation to Risk Management and are expected to incorporate this into team and project planning. All committees and groups are expected to consider emerging risks and feed them into the risk management process.
21. Since the MoJ removed the requirement to use the Business Risk Management system specified in Probation Circular PC02 2007, the Business Development unit developed a new approach to managing risk training. Following approval by the Board, this approach was cascaded to managers in the Trust and linked to the development of the Business Plan.
22. The Trust's Audit & Risk Committee, and Internal and External Audit, provide advice to me as Accountable Officer, to ensure that best practice is followed and lessons learned from practice. The External Audit function moved from the Audit Commission to the National Audit Office with effect from October 2013.
23. The Trust's Annual Financial Plan highlighting key risks is approved by the Board and regular updates on progress against these key risks are confirmed in subsequent budget monitoring reports to the Board.

24. The Trust has invested in its capability in relation to the construction of business cases which identify and promote the mitigation of organisational risk. The Trust has Template documentation for Business Case and Costing analysis.
25. This represents continuing progress for Avon and Somerset Probation Trust to ensure that risk management is integrated into routine business processes. The work of internal and external audit will continue to be a key element in affording assurances that I, as Accountable Officer, am managing risks effectively.
26. Work for 2012 /2013 included:
- ongoing reviews of the Business Plan by Assistant Chief Officers, Performance and Business Managers utilising a software environment Platform for Achieving More (PAM)
 - Business management planning day between myself, the Assistant Chief Officers, Trust Board Secretary and Board members
 - Regular business planning sub group involving two Board members
 - quarterly review of the Trust's Risk Register, with continued involvement of the Performance and Business Managers
 - further strengthening of a business partnering model of financial forecasting with budget holders and review where forecasting was not as anticipated
 - Regular reporting and discussion about budget variance through meetings with LDU management accountants.
 - agreement of the Contract and management of the service delivery targets with the Community Lead, NOMS for 2012 / 2013
 - review of the Contract including identified risks to performance and delivery and mechanisms for obtaining assurance
 - strengthening the commercial and business knowledge of the Business Development Unit
 - implementation of improvements as identified in reports by internal and external audit from time to time
 - oversight of all policies by a Change Control Board
 - achievement of full cost recovery and legal advice in relation to agreements to manage an additional Approved Premises
 - better evidenced decision making in assessing potential provider opportunities
 - introduction of an assured partner scheme
 - Internal audit reports on financial accounting, budgetary control, payroll, estates strategy, assurance framework and provision of IT, business development and Information Services
 - Further work as a result of the OMI Action Plan, including scrutiny by the Board of the Risk of Harm Audit compiled using the HMIP Risk of Harm methodology
 - Board ratification of key policies including a revised Quality and Innovation Strategy involving consultation with key stakeholders
 - Updating of the Equal Opportunities Policy and introduction of a Dignity at Work Policy, including Board monitoring of the Trust's current compliance under its public sector equality duties
 - ongoing work with operational staff on the procurement process in order to reduce risk and liability for the Trust and updating the Procurement Policy and Procedures
 - approval of an Anti-Bribery Policy, to take account of the Bribery Act 2010 and dissemination to staff
 - work towards obtaining ISO accreditation 14001 (environmental standards) and OHSAS 18001 (occupational health and safety)
 - consideration by the Criminal Justice Board to protect intellectual property rights to joint venture services such as IMPACT and IRiS
 - keeping abreast and networked with the Police and Crime Commissioners, Bristol Mayor as well as with Sentencers

- keeping abreast of the Government plans on “Transforming Rehabilitation”, liaising with the Trust’s stakeholders, providing responses to consultation papers and briefing staff on the planned proposals
- reviewing the Trust’s capacity to handle the demands upon the Trust, particularly upon the corporate services.
- Reviewing the Trust’s IT and BDU teams to enable better fit for delivery of the Trust’s core functions
- Taking forward the Managing of Change process to comply with HR legislation and year end accounting
- Participation as required in HMiP thematic inspections and making response to the findings and recommendations of all thematic inspections.

Risk and Control Framework

27. Within the Avon and Somerset Probation Trust, the following processes exist to support the risk and control framework:

- The Trust Leadership Team develops the key issues, including identification of risks, for inclusion in the Business Plan. Risks are assessed against each of the 16 business plan objectives with a risk severity score given and risk impact and likelihood assessed dynamically. Key mitigation information is mapped against each risk. This enables an evaluation of the identified risk so that the tolerance of that particular risk can be determined. This is undertaken as a shared exercise with operational and functional leads where assumptions can be tested and challenged, and actions to control the risks can be identified and agreed. This is then integrated into all business planning for continuity.
- Risks are reviewed with members of the Audit & Risk Committee which reports to the Probation Trust Board. This centres upon identification of the risks to delivery of the Business Plan and an assessment of the level of risk with specific controls, which can be tolerated.
- The refreshment and agreement of a four year strategy which captures the wider strategic risks
- The agreement of a revised Business Continuity Plan, in line with recommendations from the Audit & Risk Committee
- Business risks are routinely reviewed as part of the Business Plan review, by the Trust Leadership Team, including actions to be taken to control identified risks. This is reported in detail to the Audit & Risk Committee.
- The Risk Register is reviewed by the Trust Leadership Team quarterly. Risk levels are assessed and reviewed and actions are identified to control identified risks. New risks, which are formally considered at the Business Planning Reviews and at the Audit & Risk Committee, are assessed and incorporated as appropriate, and may include risks identified by the Avon and Somerset Probation Trust Board.
- The Business Plan and the improvement objectives are reviewed on a quarterly basis by the Trust Leadership Team
- The Board scrutinises any proposals for the setting up of separate legal companies/social enterprises, seeking assurance from the Trust Leadership Team and monitoring and reviewing periodic reports as part of its commercial activity
- Directives, including Probation Instructions, from the National Offender Management Service are implemented properly and promptly through the management group. These are implemented by a nominated lead Assistant Chief Officer and any issues are reported at the quarterly contract review meetings with NOMs. The Change Control Board plays an important role in such change and policies requiring updating as a result of these directives are brought to the Board for ratification.
- Delegated budgets bring local accountability and better management of costs. The budgets are reviewed and monitored within a published Financial Accountability Framework on a monthly basis within a business partnering model and any issues arising brought to the attention of the budget holder. Issues of a certain magnitude identified at that level are escalated. Continued focus has been given to the forecasts of budget holders with a performance review being

instituted to identify corrective action where forecasts were not as anticipated. The business partnering model has been developed to incorporate workforce and financial planning within an integrated process

- Information assurance requirements have been communicated to all managers within the organisation through the Area Management Group Meeting which meets quarterly. All offices display a locally produced wall poster “The Golden Rules for Safeguarding Information” which summarises key information assurance principles. Staff and Board members are required to complete Government Information Assurance training and this has been implemented during the reporting period. All incidents of potential breach of information security are fully investigated in accordance with GSI requirements. A GSI audit by MoJ representatives looked at key controls on the IT and Information systems and rated them as only requiring minor adjustment.
- A log of security incidences is maintained using an IT system designed for the purpose. Any incident where there may have been a breach of security or an incident at an office, is reported on a log which is monitored and managed at the appropriate level within the organisation, until the incident is assessed as closed. Serious incidences are reported to the Information Commissioner in accordance with statutory requirements.
- The Trust undertakes targeted checks of information security with regards the records of service users and has taken appropriate actions based upon findings.
- The Trust has taken steps to make its policy on conflicts of interest more transparent to staff, including the register of interests and has amended its Gift and Hospitality procedure to take account of the Bribery Act legislation and to manage the process more robustly. A review takes place annually by the Chair of the Audit & Risk Committee, the Treasurer and the Trust Board Secretary for report to the Audit & Risk Committee.
- The Trust approved a new Anti-Bribery Policy to take account of the Bribery Act 2010
- Health and Safety reporting is done biannually via a Board member representative who attends the Health & Safety Committee.

As a public body the trust is required to comply with the Freedom of Information Act 2000 and are therefore required to register with the Information Commissioner Office for the processing of Data. In order to discharge our duties to the highest standard the trust has put in place a Professionally Qualified Data Protection Officer. Although this is not a legal requirement we have found this position of significant value in discharging our public duties.

Review of Performance

28. The Board held an away day with (TLT) members in Summer 2012 which included a review of its scrutiny role and effectiveness, and working arrangements with the TLT as well as the Sentencing and Probation Review. As a result of this, and the review it held of the roles of Board members, the Board introduced closer oversight of Programmes, Quality Assurance activity and Victim liaison. It also agreed that the Health and Safety Committee should report to the Board twice a year. The Board Chair worked closely with all Board members to review the Board’s effectiveness and allocation of roles resulting in a revised Trust’s Scheme of Delegation and Board link roles. The Board regularly reviews its effectiveness in conducting Board Business and at the beginning of each financial year, reviews its committees and Board link roles. Particular focus on the remit and membership of the Health & Safety Committee was undertaken and the Board agreed a revised Health & Safety Policy. Recommendation for the ISO18001 recognised standard has been given.
29. The Board has a ‘Board recognition slot’, where high performing teams or individuals can present their work. This includes presentations of new areas of business, or innovation or enterprise.
30. The Board receives regular reports on operational performance, including identification of risks and controls to mitigate identified risks. The Business Development Unit provides a Performance Report each quarter. The Trust Leadership Team provides exception reports with planned actions for improvement to the Performance, Contract Compliance and Commercial Development Group which has particular responsibility for this exercise. The Probation Trust Rating System (PTRS) is reported

upon and reviewed. The direct involvement of senior managers, alongside Assistant Chief Officers, has been a key feature in reporting to this Group. Thorough review of the implementations of such actions is subsequently reported.

31. Significant progress has been made in the level of detail and modelling capacity achieved in performance reports. Probation managers increasingly have information which reports to individual worker level and recent developments routinely now report on individual assessment elements. Performance reports are provided monthly for performance management purposes, and these are available to all managers.
32. The Business Development Unit has worked hard to achieve real performance improvement to the data quality available to the organisation, and being in a position to quality assure that data. Case Administrators and Business Officers have been apprised of this objective by way of individual performance objectives, and by routine reporting of improvements to team and office data. All managers are routinely asked to quality assess this data, and ensure improvements to data capture and inputting take place. The Data Quality Report available on the Integrated Information Management System (IIMS) is available to all staff as a live report.
33. Assistant Chief Officers are required to review performance with their unit managers on a regular basis. Where necessary they produce targeted performance improvement plans.
34. The Trust uses 'Nimbus Control' which is the package utilised by the national Specification, Benchmarking and Costing Programme. Further improvements have been made in process mapping and costing of activities and all staff now use HoWDI, the local name for the Process Management Tool 'Nimbus Control'. This enables business processes to be reviewed, benchmarked against nationally prescribed activity and costed. The Board has approved the re-developed Quality and Innovation Strategy, aligned with the NOMS template and covering all elements of the Trust's corporate and operational activity.
35. ASPT adopted (VOIP) Hosted Internet Protocol Telephony system to replace a legacy digital system. HIPT provides a more secure, network-based solution providing free calls within the system. Planned savings from telephone call costs is part of the wider ASPT Estates Strategy which is aiming to ensure that we maximise value for money on all estates costs to help secure posts in the longer term. However, the capacity required to implement and operate the system has negated much of the planned savings due to the much heavier administrative overhead than was scoped by the Nation Project Team. The business benefits of staff mobility have been retained.

In relation to the OMNI-T – Migration to National Data Centre the primary aim was to transform the ICT infrastructure given the ongoing increase in reliance upon electronic systems. The stated goal was to provide consistency across the national Probation estate, enhancing performance, access & reliability. Early stages highlighted performance issues that have since been resolved. Long-standing concerns about the reliance on legacy web-browser version (obstacle to updating/improving trust-level administration applications) still exist with no prospect of resolution. The project facilitated wide-ranging assessment – by ASPT ICT – of in-place security measures culminating in changes that lead to a vastly more secure data storage environment.

36. The Trust participates in the PREview national costing programme although it has concerns about the sharing of nationally submitted data in a competitive environment. The Trust is preparing for the next exercise with actual data in June 2013.
37. The Trust reviews performance against the service delivery targets in the Contract with the Community Lead on a quarterly basis. This is carried out by the Performance, Contract Compliance and Commercial Development Group. The Trust provides exception reports to NOMS, as part of its contractual requirements and feedback from NOMS is that this arrangement is working well.

38. Equality data is collected for offenders and staff. The Trust has complied with equalities information required by NOMS in May 2011 and will be focusing on outcomes for offenders as much of the focus to date has been on the workforce. Key equalities priorities have been mapped out to ensure that specific actions are progressed. The Board maintains oversight to ensure compliance with the general and specific duties. Equality information is also included in complaints and appeals data.
39. The Trust's annual Staff conference involved a series of workshops on topics relevant to all staff, including employee mutuals, victims, desistance, restorative justice, IRiS, shoplifting, union activity and managing a healthy lifestyle balance. New business models and staff engagement were addressed and this was followed up by open meetings with staff led by myself and the ACO Business Development and IT to answer questions.
40. The Trust's Joint Negotiation and Consultative Committee involving Employer and Union representation works very effectively, with excellent relationships existing. During this reporting period, new Grievance, Disciplinary, Capability, Absence Management and Staff Engagement and Well Being policies were agreed by the Committee and approved by the Board.
41. The Trust's Business Development Unit is led by an Assistant Chief Officer. The unit leads the Performance Quality and Value integrated process within the organisation.
42. The Trust carefully manages its contracts, reviewing performance both at local level and at the Performance, Contract Compliance and Commercial Development Group (PCC&CDG) where the focus has been on non-NOMS commissioned contracts, including the Work Programme, as well as those commissioned by the Trust. The Trust tendered for its Human Resources System in 2012 to provide value for money and moved to a new provider. Feedback from internal audit was that the system was working well.
43. The Trust has contracts with the Dept of Work and Pensions and Skills Funding Agency based on payment by results models and these contracts are subject to appropriate review by the Board and consultation with the contract prime.
44. Nova Aequitas is a Limited Company wholly owned by ASPT and has undertaken transactions in relation to a Health and Safety IT product Safework. The arrangements for the business of Nova Aequitas in relation to the Trust has been carefully examined by us and with our auditors.
45. The Trust continues to work closely with NOMS in respect of meeting the targets for accredited programmes and the sentencing requirements of our courts.
46. The Trust completed negotiations with MoJ in respect of support services to women involved in the criminal justice system and successfully transferred the operation of Eden House from NOMS to the Trust.
47. The Trust has an approved Estates Strategy and an established Estates Strategy Group which includes Board, Management and Union representation. This Group operates to project plan key estates strategies, to minimise disruption and risk to Trust staff and to identify and optimise savings particularly in relation to Estates and IT costs. This has been very effective in supporting the organisation in making better use of estates and IT with reduced cost. Business cases for Taunton, Yeovil and an approved premise are under review by the government properly approval unit and the Trust continues to be agile in seeking the best value option for the needs of the Trust.
48. A major review of the Trust's BDU and IT department was undertaken during 2012/13 resulting in restructuring. This involved extensive consultation with staff and unions as well as with HR who managed the job matching process. This has been subject to an internal audit review to take the place of the Probation / Sentence Audit review which was put in the 2013/14 plan. The audit rating was green.

Review of Effectiveness

49. As Accountable Officer, I also have responsibility for reviewing the effectiveness of the system of internal control.
50. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors, the managers within the Trust who have responsibility for the development and maintenance of the internal control framework, comments by the external auditors in their direct discussions with me / their management letter, the report from the Chair of the Audit & Risk Committee and other reports and external independent quality standards.
51. In 2012–2013 reviews were undertaken by Internal Audit in relation to:
- Financial Accounting
 - Payroll
 - Budgetary Control
 - Estates Strategy

Further reviews are currently in hand in relation to:

- Assurance Framework
- Provision of IT, Business Development and Information Services

The internal audits have confirmed that there is a sound system of risk management and control and that internal audit can give a reasonable assurance that the Trust's overall risk, control and governance framework is generally adequate to enable the achievement of its objectives, that there are no areas requiring significant improvement and that the key risks to the Trust are being effectively managed.

Recommendations are progressed via a detailed Audit Log which is monitored by the Audit & Risk Committee and reported via the Audit & Risk Committee to the Board.

52. The Accredited Programmes Case Quality Audits (Integrated Domestic Abuse Programme, Sex Offender Treatment Programmes, Thinking Skills , Anger Replacement, Addressing Substance Related Offending, and Low Intensity Alcohol Programmes) are normally audited on a bi-annual basis and subject to both quality and clinical audits by NOMS. Our next full audit is not due until October 2013. In addition to the Accredited Programmes delivered by the Trust a suite of 4 Activity Requirement (AR) programmes have also been developed: Victim Awareness Mini Programme (VAMP).

Alcohol Intervention, Managing Aggression, Education Training Employment (ETE), and are available across ASPT. In addition within Bristol, 2 further Activity Requirements are delivered, the Female Only Specified Activity Requirement (FOSAR) and Supported Offender Behaviour Activity Requirement.(SOBAR) The SOBAR is aimed specifically for offenders with learning disabilities and is in the final stages of a pilot period. All Activity Requirements have been Quality Assured via NOMs and are subject to evaluation measures.

53. Health and Safety comes under the remit of the Assistant Chief Officer (HR). The Trust continues to with its contractual arrangement with Devon & Cornwall Probation Trust for the provision of Responsible Officer services. The Trust also appointed a temporary Health and Safety Project Officer to support the re-accreditation process for OHSAS 18001. The Trust undertakes regular H&S training and inspections at offices. The Trust's Health and Safety Committee meets on a quarterly basis in order to comply with statutory requirements. This Committee was chaired in 2012/13 by a Board member with lead role for Health & Safety and Estates. The Committee, under the H&S Policy, reviews RIDOR incidents, and Accident and Incident reporting. Actions taken are discussed and recommendations are reviewed.

54. An investigation under the Public Interest Disclosure (Whistle Blowing) Policy was commissioned by the Audit & Risk Committee Chair during 2012/13. No evidence of any impropriety was found.
55. There are a range of other assurances which have been described in the Review of Performance section of this statement. These include
- Significantly improved performance information focusing on exceptions from the Trust's Business Development Unit
 - Monthly financial reports to managers against budget heads
 - The Probation Trust Rating System (PTRS)
 - Reports and monitoring from contracted agencies.
56. All of these are sources of assurance that the systems which I have in place are working and ensuring appropriate control effectively.
57. In order to ensure proper risk management the Avon and Somerset Probation Trust Board has established the following processes:
- The Board meets regularly to consider the plans and strategic direction and receives regular budget monitoring reports
 - I and the Trust Leadership Team receive budget reports, normally monthly, which include commentary from the Treasurer
 - The Audit & Risk Committee meets regularly to review policies, audit plans and actions, , the risk register and advises me as Chief Executive and the Board accordingly
 - I oversee the handling of every external complaint raised at HQ level, communicate latest policy to staff and report quarterly to the PCC&CDG on complaints received. The Trust Board Secretary and Board Deputy Chair take forward complaint appeals. Analysis of the types of complaints and appeals received, including equality data, are produced quarterly for the PCC&CDG and annually for the Board so that any relevant lessons can be actioned
 - The Board, via the PCC&CDG, receives regular performance monitoring reports in a range of indicators, including operational performance and trend information in the Trust. This includes commentary from managers with indications of risks and actions to be taken
 - The Board receives reports on Serious Further Offences and performance reviews. A Panel of the Board meets to consider Serious Further Offences and progress against actions identified. Serious Further Offences are reported as required to the Safeguarding Children Board and the MAPPA Strategic Management Board
 - I attend Audit & Risk Committee, JNCC, PCC&CDG and Board meetings and report to the Board at each Board meeting
 - The Trust has effectively identified and been responsive to risks emerging in year. The dynamic nature of the risk register evidences attention to potential provider opportunities as these have arisen / developed.

58. Specific Control Issues

- The Trust operates an independent case management system which was established as an interim solution following the amalgamation of Avon and Somerset Probation Trust. Consequently system development and integration with other IT applications (e.g. OASys) present challenges which cannot normally be overcome in collaboration with other probation trusts. This presents specific challenges within the planned OMNI(T) developments and the Assistant Chief Officer, Business Development is well informed in this matter.
- Delays in the implementation of the national case management IT system extend the requirement for the local interim solution and this has now been further delayed until 2013. This represents challenges and risks as the Trust's independent system needs to be updated. I am satisfied that identified risks are appropriately mitigated.
- The Trust continued to be occupied with NOMS in negotiating transfer of management of a voluntary managed approved premises to ASPT management and has taken all necessary action

- Of particular concern has been the delay in approval by MoJ/Treasury to the Estates Business Cases for moves within Yeovil and Taunton although this is now progressing. I am continuing to ensure that every effort is made to reach agreement in respect of the suitable premises relating to Yeovil and Taunton.

The Trust is concerned about the reputational damage of a nationally reported comment by the Public Accounts Committee in connection with the Report on the Restructuring of NOMS 5th March 2013. It was stated in recommendation 5 of that report that “The Department is consulting on plans to put the majority of services currently provided by probation trusts out to competition. But probation trusts do not have the skills they need to support this expanded role in commissioning. We received evidence of poor contracting with the contract for electronic monitoring, which suggests that expenditure in the UK is 60% higher than equivalent expenditure in the USA. The Department should work with the Agency to help probation trusts develop the skills they will require to commission effectively from the private and voluntary sectors.”

In fact Probation Trusts are not responsible for the commissioning of electronic monitoring contracts. This inaccuracy was reported immediately to the Public Accounts Committee by the CEO and by the Probation Chiefs Association and Probation Association. It has been reported to the Avon and Somerset Audit and Risk Committee. We await a response to this notification.

The Trust is well informed about the plans for the introduction of privatisation/competition of a number of probation services delivered by the Trust and the announcements due in May 2013 will challenge the Trust to both ensure ‘business as usual’ in terms of its high performance and effectiveness whilst at the same time managing the transitional period.

Sally Lewis
Chief Executive and Accountable Officer
Avon and Somerset Probation Trust

April 2013

6. The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

I certify that I have audited the financial statements of Avon & Somerset Probation Trust for the year ended 31 March 2013 under the Offender Management Act 2007. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Chief Executive and auditor

As explained more fully in the Statement of Accountable Officer's Responsibilities, the Chief Executive is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Offender Management Act 2007. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Trust's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trust; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate. I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of Avon and Somerset Probation Trust's affairs as at 31 March 2013 and of the net operating cost after taxation for the year then ended; and
- the financial statements have been properly prepared in accordance with the Offender Management Act 2007 and Secretary of State directions issued thereunder.

Emphasis of Matter – Material uncertainty in respect of going concern

Without qualifying my opinion, I have considered the adequacy of the disclosures made in note 1.3 of the financial statements, concerning management's consideration of a material uncertainty around the going concern status of the Trust. This arises from an announcement by the Secretary of State for Justice on 9th May 2013, regarding the future of the probation service.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with Secretary of State directions made under the Offender Management Act 2007; and
- the information given in the Operational and Performance Review, Management Commentary and Sustainability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Amyas C E Morse
Comptroller and Auditor General

3 July 2013

National Audit Office
157–197 Buckingham Palace Road
Victoria
London
SW1W 9SP

7. Accounts

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2013

	Notes	2012–13 £000	2011–12 £000
Administration costs			
Staff costs	3(a)	16,715	15,926
Other administration costs	6(a)	4,788	4,811
Income	7(a)	(20,300)	(19,889)
Net administration costs		1,203	848
Programme costs			
Staff costs	3(a)	389	341
Other programme costs	6(b)	75	46
Income	7(b)	(501)	(379)
Net programme costs		(37)	8
Net operating costs		1,166	856
Expected return on pension assets	4(d)	(2,604)	(2,960)
Interest on pension scheme liabilities	4(d)	3,736	3,601
Net operating costs before taxation		2,298	1,497
Taxation	5	12	41
Net operating costs after taxation		2,310	1,538

Other Comprehensive Expenditure

	Notes	2012–13 £000	2011–12 £000
Net (gain)/loss on revaluation of property, plant and equipment	8	0	68
Net (gain)/loss on revaluation of intangibles	9	0	0
Net (gain)/loss on revaluation of available for sale financial assets		0	0
Pension actuarial (gain)/loss	23	(3,919)	14,019
Total comprehensive expenditure for the year ended 31 March 2013		(1,609)	15,625

The notes on pages 46 to 73 form part of these accounts.

Statement of Financial Position

As at 31 March 2013

	Notes	2012–13 £000	2011–12 £000
Non-current assets			
Property plant and equipment	8	159	241
Trade and other receivables	12(a)	0	1
Total non-current assets		159	242
Current assets			
Trade and other receivables	12(a)	1,489	1,507
Cash and cash equivalents	13	195	449
Total current assets		1,684	1,956
Total assets		1,843	2,198
Current liabilities			
Trade and other payables	14(a)	(1,165)	(1,330)
Provisions	15	0	(38)
Taxation payables	14(a)	(542)	(702)
Total current liabilities		(1,707)	(2,070)
Non-current assets plus/less net current assets/(liabilities)		136	128
Non-current liabilities			
Pension liability	4(c)	(37,400)	(39,008)
Total non-current liabilities		(37,400)	(39,008)
Assets less liabilities		(37,264)	(38,880)
Taxpayers' equity			
General fund	23	(37,280)	(38,896)
Revaluation reserve – property, plant and equipment	24(a)	16	16
		(37,264)	(38,880)

The financial statements on pages 42 to 45 were approved by the Board on 17 June 2013 and were signed on its behalf by

..... Accountable Officer

17 June 2013

The notes on pages 46 to 73 form part of these accounts.

Statement of Cash Flows

For the year ended 31 March 2013

		2012–13	2011–12
	Notes	£000	£000
Cash flows from operating activities			
Net operating costs	23	(2,310)	(1,538)
Adjustments for non-cash transactions	6(a)	53	127
Adjustments for pension cost	4(d)	2,311	1,540
(Increase)/decrease in receivables	12(a)	19	(457)
Increase/(decrease) in payables	14(a)	(325)	(288)
Utilisation of provisions	15	(2)	0
Less movements in property, plant and equipment payable	14(a)	0	0
Less payments of amounts due to Consolidated Fund to NOMS	14(a)	0	3
Net cash outflow from operating activities		(254)	(613)
Cash flows from investing activities			
Purchase of property, plant and equipment	8	0	(32)
Purchase of intangibles	9	0	0
Proceeds on disposal of property, plant and equipment	8	0	12
Proceeds on disposal of intangibles	9	0	0
Net cash outflow from investing activities		0	(20)
Cash flows from financing activities			
Net financing received in year	23	0	0
Payments of amounts due to the Consolidated Fund to NOMS		0	(3)
Net financing		0	(3)
Net increase/(decrease) in cash and cash equivalents in the period			
		(254)	(636)
Cash and cash equivalents at the beginning of the period	13	449	1,085
Cash and cash equivalents at the end of the period	13	195	449
Increase/(decrease) in cash		(254)	(636)

The notes on pages 46 to 73 form part of these accounts.

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2013

	Notes	General Fund £000	Revaluation Reserve £000	Total £000
Balance as at 1 April 2011		(23,409)	84	(23,325)
Prior period adjustment	23/24	0	0	0
As restated at 1 April 2011		(23,409)	84	(23,325)
Changes in taxpayers' equity for 2011–12				
Net operating cost after taxation	SocNE	(1,538)		(1,538)
Net gain/(loss) on revaluation of property, plant and equipment	24(a)		(68)	(68)
Net gain/(loss) on revaluation of intangibles	24(b)		0	0
Movement in donated assets	23	0	0	0
Transferred from revaluation reserve	23	70	0	70
Pension actuarial (loss)/gain	23	(14,019)	0	(14,019)
Net NOMS financing received in year	23	0	0	0
Balance as at 31 March 2012		(38,896)	16	(38,880)
Changes in taxpayers' equity for 2012–13				
Net operating cost after taxation	SocNE	(2,310)		(2,310)
Net gain/(loss) on revaluation of property, plant and equipment	24(a)		0	0
Net gain/(loss) on revaluation of intangibles	24(b)		0	0
Movement in donated assets	23	0	0	0
Transferred from revaluation reserve	23	7	0	7
Pension actuarial (loss)/gain	23	3,919	0	3,919
Net NOMS financing received in year	23	0	0	0
Balance as at 31 March 2013		(37,280)	16	(37,264)

The notes on pages 46 to 73 form part of these accounts.

Notes to the accounts

1. Statement of accounting policies

The financial statements have been prepared in accordance with the 2012–13 Government Financial Reporting Manual (FRoM) issued by HM Treasury. The accounting policies contained in the FRoM follow International Financial Reporting Standards (IFRS) as at the reporting date to the extent that it is meaningful and appropriate to the public sector.

Where the FRoM permits a choice of accounting policy, the policy which has been judged to be the most appropriate to the particular circumstances of the Probation Trust for the purpose of giving a true and fair view has been selected. The Probation Trust's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts.

The Trust has not adopted any Standards or Interpretations in advance of the required implementation dates. It is not expected that adoption of Standards or Interpretations which have been issued by the International Accounting Standards Board but have not been adopted will have a material impact on the financial statements, except for the following:

The IASB has issued an amended IAS 19 that will come into force for financial periods beginning on or after 1 January 2013 (IAS 19R). IAS 8 requires the disclosure of the impact of the changes to accounting standards which have not yet been adopted. In particular, it requires a disclosure, in the 2013 accounts for those employers with 31 March 2013 year end date, of the expected impact of the future change in accounting standard. The principal changes are as follows:

- The expected return on assets is calculated at the discount rate, instead of, as currently, at an expected return based on actual assets held in the Fund.
- The interest on the service cost is included in the service cost itself.
- Administration expenses continue to be charged through the Statement of Comprehensive Expenditure, but are set out as a separate item.

Had the Trust adopted the amended IAS19 for the 2012–13 reporting period, the impact on the financial statements would have been an increase in net operating costs before taxation and an increase in net liabilities of £667k.

1.1 Accounting convention

These accounts have been prepared on an accruals basis under the historical cost convention and modified to account for the revaluation of non-current assets, where material, at their value to the business. The functional and presentational currency of the Trust's financial statements is the British pound sterling (to the nearest £1,000 unless otherwise stated).

1.2 Changes in accounting policies and restatement of comparatives

There have been no changes in accounting policies or restatement of comparatives in these accounts.

1.3 Going concern

The Statement of Financial Position at 31 March 2013 shows negative Taxpayers' Equity, which reflects the inclusion of liabilities falling due in future years. The future financing of the Probation Trust liabilities is met by future grants of Supply to the Ministry of Justice/NOMS and there is no reason to believe that future approvals of Supply will not be forthcoming. The Trust will continue to invoice NOMS for the provision of probation services under the terms of its contract with NOMS.

A consultation paper "Transforming Rehabilitation – A revolution in the way we manage offenders" was issued in January 2013 which built on the previous consultation last year and set out plans to contract out probation services more widely and increase the use of Payment by Results. The consultation period ended on 22 February 2013 and the results of both consultations were published in "Transforming Rehabilitation: A strategy for Reform", on 9 May 2013 by the Secretary of State for Justice.

The recommendations of the report will change the way in which probation services are commissioned and delivered. A new National Probation Service will be created to protect the public from the most dangerous offenders and manage the provision of probation services. England and Wales will be divided into 21 contract areas which align closely

with local authorities and Police and Crime Commissioner areas. MoJ/NOMS will be responsible for commissioning rehabilitation services. Probation service local delivery units will support the gathering of intelligence on needs and priorities at a local level, including from key partners (e.g. local authority needs assessments) to feed into the MoJ/NOMS commissioning process. The implications of the new arrangements for individual Trusts are not provided in the consultation announcement at this stage. Specifically, the announcement does not provide sufficient detail to form a judgement on whether the material functions, assets and liabilities will be transferred for continuing use in the public sector in the context of the FReM paragraph 2.2.15. This is likely to become clearer during 2013–14 as the proposals are further developed and implemented.

Implementation of the new arrangements will require a Statutory Instrument to be issued by the Secretary of State under the Offender Management Act 2007, subject to negative affirmation. This had not been drafted at the date the Annual Report and Accounts were approved. Senior management has concluded therefore that, having reviewed the results of the consultations within the context of the Financial Reporting Manual (FReM), it is appropriate for the Trust to prepare the 2012–13 Annual Report and Accounts on a going concern basis, with disclosure of a ‘material uncertainty’ around going concern, arising from the recommendations of the report, *Transforming Rehabilitation: A strategy for Reform*.

1.4 Property, plant and equipment

Non-current assets are included at cost upon purchase and are restated at each Statement of Financial Position date using the Price Index Numbers for Current Cost Accounting (Office for National Statistics). The minimum level for capitalisation of a tangible non-current asset is £10,000, inclusive of any irrecoverable VAT element, where appropriate.

All land and building assets used by the Probation Trust are managed and owned centrally by NOMS and are recorded on their Statement of Financial Position. The cost of using those assets is included within **Note 6(a)**, other administration costs under “accommodation, maintenance & utilities”. The charge to the Probation Trust does not represent the full cost incurred by NOMS.

Revaluation of non-current assets

The revaluation reserve reflects the unrealised element of the cumulative balance of revaluation and indexation adjustments in non-current assets (excluding donated assets). Upward revaluations go to the Revaluation Reserve. Downward revaluations are charged to the revaluation reserve if there is a prior credit balance; otherwise they are charged to the SoCNE.

1.5 Depreciation

Non-current assets are depreciated at rates calculated to write them down to estimated residual value on a straight-line basis over their estimated useful lives. Assets in the course of construction are depreciated from the point at which the asset is brought into use.

Asset lives are currently in the following ranges:

Information technology	5 years depending on individual asset type
Plant & equipment	3 to 15 years depending on individual asset type
Vehicles	7 years depending on individual asset type
Furniture, fixtures & fittings	5 years depending on individual asset type

1.6 Impairment

All non-current assets are assessed annually for indications of impairment as at 31 March. Where indications of impairment exist, the asset value is tested for impairment by comparing the book value to the recoverable amount. In accordance with IAS 36 the recoverable amount is determined as the higher of the “fair value less costs to sell” and the “value in use”. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and written down to the recoverable amount and an impairment loss is recognised in the SoCNE. Any reversal of an impairment charge is recognised in the SoCNE to the extent that the original charge, adjusted for subsequent depreciation, was previously recognised in the SoCNE. The remaining amount is recognised in the Revaluation Reserve. Under IAS 36, Intangible Assets under construction should be tested for impairment annually.

1.7 Intangible non-current assets

Intangible non-current assets should be recognised only if it is probable that future service potential will flow to the Trust and the cost of the asset can be measured reliably. The future service

potential can be defined as a direct contribution of the intangible asset to the delivery of services to the public. These intangibles mainly comprise of internally developed software for internal use and purchased software.

The minimum level for capitalisation of an intangible non-current asset is £10,000, inclusive of any irrecoverable VAT element, where appropriate.

Expenditure is capitalised where it is directly attributable to bringing an asset into working condition. Internal staff costs are expensed to the SoCNE, as are those of contractors and interims undertaking ongoing roles that might otherwise be filled by civil servants. The costs of external consultants engaged on projects are capitalised where appropriate.

The useful lives of intangible assets are assessed to be finite. As there is no active market for these intangible assets, their fair value is assessed at re-valued amount less any accumulated amortisation and accumulated impairment losses.

The re-valued amount and indications of impairment are determined from an annual appraisal of the assets' underlying business case using discounted future economic benefits (cost savings). The net present value of the project is compared with the total current cost, and impaired accordingly.

The intangible assets (Software and Development) are amortised over 5 years using the straight-line.

Intangible assets are restated at each Statement of Financial Position date using ONS IT price indices.

1.8 Non-current assets held for sale

Non-current assets held for sale are identified as assets whose carrying amount will be recovered through sale rather than through continuing use. Depreciation on non-current assets held for sale ceases upon reclassification. Depreciation is re-instated and retrospectively applied to any assets which are subsequently not sold and re-classified as in-use.

1.9 Inventories

Stocks of stationery and other consumable stores are not considered material and are written off in the SoCNE as they are purchased.

1.10 Operating income

Income is accounted for applying the accruals convention and is recognised in the period in which services are provided.

Operating income is income that relates directly to the operating activities of the Probation Trust. This comprises income under the Trust's contract with NOMS for the provision of Probation Services, rent receivables, income from EU sources, income from other Trusts, from within the MoJ Group, from other Government Departments and miscellaneous income. Fees and charges for services are recovered on a full cost basis in accordance with the Treasury's Fees and Charges guide.

With effect from 1 April 2011, NOMS has confirmed that Trusts can now retain bank interest received. Trusts are no longer required to surrender this to HM Treasury via NOMS and MoJ.

1.11 Administration and programme expenditure

The SoCNE is analysed between administration and programme income and expenditure. The classification of expenditure and income for both Administration and Programme follows the definition set out in the FReM by HM Treasury. Administration costs reflect the costs of running the Probation Trust together with associated operating income. Programme costs are defined as projects which are fully or partially funded from outside the Ministry of Justice. On consolidation into NOMS Agency Accounts, all expenditure and income is classified as programme, except the audit fee which is administration expenditure.

1.12 Pensions

Past and present employees are covered by the provisions of the Local Government Pension Scheme (LGPS). This is a funded defined benefit scheme meaning that retirement benefits are determined independently of the investments of the scheme and employers are obliged to make additional contributions where assets are insufficient to meet retirements benefits. Under the LGPS Regulations the pension fund is subject to an independent triennial actuarial valuation to determine each employer's contribution rate (Disclosure of Stakeholder Pensions Schemes is not included in these accounts). Where a central government entity has a share of a local government (or other) pension scheme liability on its statement of financial position, then that entity

will use a discount rate determined by the appropriate authority (for example CIPFA or a qualified independent actuary) in valuing its share and not the rate advised annually by HM Treasury. The pension fund actuary has used roll forward estimated asset value figures in producing the IAS 19 pension liability and other disclosures.

1.13 Leases

Where substantially all risks and rewards of ownership of a leased asset are borne by the Trust, the asset is recorded as a tangible non-current asset and a debt is recorded to the lessor of the minimum lease payments discounted by the interest rate implicit in the lease. The interest element of the finance lease payment is charged to the SoCNE over the period of the lease at a constant rate in the relation to the balance outstanding. Other leases are regarded as operating leases and the rentals are charged to the SoCNE on a straight-line basis over the term of the lease.

A distinction is made between finance leases and operating leases. Finance leases are leases where substantially all of the risks and rewards incidental to ownership of leased non-current assets are transferred from the lessor to the lessee when assessed against the qualitative and quantitative criteria in IAS 17. An operating lease is a lease that is not a finance lease. In operating leases, the lessor effectively retains substantially all such risks and benefits.

Finance leases

Finance lease rights and obligations are initially recognised at the commencement of the lease term as assets and liabilities equal in amount to the fair value of the leased item or, if lower, the present value of the minimum lease payments determined at the inception of the lease. Minimum lease payments are allocated between interest expense and reduction of the outstanding lease liability, according to the interest rate implicit in the lease or the HM Treasury rate where a rate could not extrapolated from the lease.

Finance lease liabilities are allocated between current and non-current components. The principal component of lease payments due on or before the end of the succeeding year is disclosed as a current liability, and the remainder of the lease liability is disclosed as a non-current liability.

Operating leases

Trusts have entered into a number of operating lease arrangements. Rentals under operating leases are charged to the SoCNE on a straight-line basis.

Operating leases – incentives

Lease incentives (such as rent-free periods or contributions by the lessor to the lessee's relocation costs) are treated as an integral part of the consideration for the use of the leased asset. The incentives are accounted as an integral part of the net consideration agreed for the use of the leased asset over the lease term, with each party (the lessor and lessee) using a single amortisation method applied to the net consideration.

IFRIC 4 Determining whether an arrangement contains a lease

In determining whether the Trust holds a lease, contracts that use assets are assessed to determine whether the substance of the arrangements contain a lease. The contract is accounted for as a lease if the fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset. The arrangement is then assessed under IAS 17 to determine whether it should be accounted for as a finance or operating lease.

1.14 Provisions

Provisions represent liabilities of uncertain timing or amount. Provisions are recognised when the Probation Trust has a present legal or constructive obligation, as a result of past events, for which it is probable or virtually certain that an outflow of economic benefits will be required to settle the obligation. Where the effect of the time value of money is significant, the estimated risk-adjusted cash flows are discounted using the real rate set by HM Treasury.

1.15 Value Added Tax

For the Probation Trust most of the activities are within the scope of VAT and, in general, output tax is charged and input tax on purchases is recoverable. Capitalised purchase cost of non-current assets are stated net of recoverable VAT. Where output tax is charged or input VAT is recoverable, the amounts are stated net of VAT.

1.16 Corporation Tax

The Trust is a “corporate body” in accordance with the Offender Management Act 2007 supplying court work and offender management services to NOMS and the Ministry of Justice, and as a result, HMRC has confirmed that it is subject to corporation tax. Probation Trusts are therefore subject to CT on their profits and ‘profit’ for this purpose means income and chargeable gains. These accounts include estimates of corporation tax liabilities.

1.17 Cash and Cash Equivalents

Cash and Cash Equivalents comprise cash in hand, that are readily convertible to a known amount of cash and are subject to insignificant risk of changes in value.

1.18 Financial instruments

As the cash requirements of the Trust are met through the Estimates process, financial instruments play a more limited role in creating risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts to buy non-financial items in line with the Trust’s expected purchase and usage requirements as well as cash, receivables and payables. Therefore it is felt that the Trust is exposed to little credit, liquidity or market risk.

1.19 Segmental analysis of spend as reported to the Management Board

The segmental analysis presents the financial information based on the structure reported to the Trust’s Management Board. The segments reflect the Trust’s own individual structure allowing the Board to have a clear view on the costs of front-line operations. This is in accordance with IFRS 8 Segmental Reporting. Further detail is shown in **Note 2**.

1.20 Third party assets

The Trust holds, as custodian or trustee, certain assets belonging to third parties. These assets are not recognised on the Statement of Financial Position and are disclosed within **Note 26**.

2. Statement of Operating Costs by Operating Segment

Analysis of outturn position as reported to the Trust's Board

	2012–13	2011–12
	Outturn (£000)	Outturn (£000)
Mainstream Expenditure		
Offender Management	8,267	8,496
Interventions	5,729	5,110
Corporate Operational Costs	4,058	4,196
Support Services	1,549	1,462
Total Mainstream Expenditure	19,603	19,264
Mainstream Income		
NOMS Income	(19,254)	(18,932)
Other Income	(418)	(370)
Total Mainstream Income	(19,672)	(19,302)
Net Expenditure / (Surplus)	(69)	(38)
Ring Fenced Allocations (Trainees & Youth Offending Teams)		
Expenditure	411	421
Income	(411)	(421)
Total for Ring Fenced Allocations	0	0
External Funding (Secondments, Prisons, IMPACT & DMT)		
Expenditure	2,833	2,338
Income	(2,765)	(2,302)
Total for External Funding	68	36
Overspend/(Underspend)	(1)	(2)
Add back:		
Actuarial Charges	2,311	1,540
NET OPERATING COSTS AFTER TAX	2,310	1,538

3. Staff numbers and related costs

3a. Staff costs consist of:

	2012-13			2011-12
	Total £000	Permanently- employed staff £000	Others £000	Total £000
Wages and salaries	14,697	14,380	317	14,545
Social security costs	1,094	1,094	0	1,089
Other pension costs	3,467	3,467	0	2,906
Sub-total	19,258	18,941	317	18,540
Less recoveries in respect of outward secondments	(2,154)	(2,154)	0	(2,273)
Total staff costs	17,104	16,787	317	16,267
Administration-related staff costs	16,715	16,401	314	15,926
Programme-related staff costs	389	386	3	341
	17,104	16,787	317	16,267

The Local Government Pension Scheme is a funded multi-employer defined benefit scheme. The Probation Trust's share of the underlying assets and liabilities are shown below in **Note 4**. The change in other pension costs relates primarily to actuarial assumptions which are set with reference to market conditions at 31st March.

The Probation Trust meets the additional costs of benefits beyond the normal Local Government Pension Scheme (LGPS) benefits in respect of employees who retired early prior to 2000 by paying the additional required amounts annually to the LGPS over the period between early departure and the date at which the ex-employee or their spouse dies. The unfunded pension obligation is included within the Trust's pension liability.

1 person (2011-12: 2 persons) retired early on ill-health grounds.

3b. Average number of persons employed

The average number of full time equivalent persons (including senior management) employed during the year was as follows:

	2012-13			2011-12
	Total	Permanently- employed staff	Others	Total
	468	461	7	448
	468	461	7	448

3c. Reporting of compensation schemes – exit packages

Exit packages cost band	2012-13			2011-12		
	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
<£10,000	0	6	6	0	4	4
£10,000-£25,000	0	1	1	0	8	8
£25,000-£50,000	0	2	2	0	3	3
£50,000-£100,000	0	3	3	0	0	0
£100,000-£150,000	0	0	0	0	0	0
£150,000-£200,000	0	0	0	0	0	0
£200,000+	0	0	0	0	0	0
Total number of exit packages by type	0	12	12	0	15	15
Total resource cost £000	0	275	275	0	242	242

Redundancy and other departure costs have been paid in accordance with the Trust compensation scheme. The additional costs of any early retirements are met from the Trust and not the pension scheme and are included in the above figures. Ill health retirement costs are met from the pension scheme and are excluded from the above table.

4. Pensions costs

The Provisions of the Local Government Scheme (LGPS) cover present and past employees, which is statutory and fully funded. The Trust participates in the Local Government Pension Scheme, administered by Somerset County Council. The scheme provides benefits on a “final salary” basis at a normal retirement age of 65. Benefits accrue at the rate of one-eightieth of pensionable salary for each year of service. In addition, a lump sum equivalent to three eightieths of final pay of every year of total membership is payable on retirement. Members pay contributions ranging from 5.5% to 7.5% of pensionable earnings. Employers pay the balance of the cost of providing benefits, after taking into account investment returns. This is a defined benefit scheme meaning that retirement benefits are determined independently of the investments of the scheme and employers are obliged to make additional contributions where assets are insufficient to meet retirement benefits. The closing liability valuation for 31/03/13 was estimated in April 2013.

4a Pension costs

A full actuarial valuation was carried out at 31 March 2010 by Barnett Waddingham. For 2012–13, employers’ contributions of £2,056,000, were payable to the LGPS (2011–12 £1,875,000) at a rate of 13.2% of gross salary costs plus £160,000. The schemes’ Actuary reviews employer contributions every three years following a full scheme valuation. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Early retirement costs are included within the Actuarial pension valuation and calculated on the same basis as the pension fund scheme assets and liabilities, in accordance with IAS 19.

The approximate employer’s pension contributions for the three years from:

- Employer’s contributions for 2012–13 were 13.2% of salaries (plus lump sum of £160k); and
- Employer’s contributions for 2013–14 will be 13.2% of salaries (plus lump sum of £220k); and
- Employer’s contributions for 2014–15 will be 13.2% of salaries (plus lump sum of £280k).

Partnership accounts are excluded under IAS19.

4b. The major assumptions used by the actuary were:

	2012–13	2011–12
	%	%
Inflation assumption	3.4%	3.3%
Rate of increase in salaries	4.8%	4.7%
Rate of increase for pensions in payment and deferred pensions	2.6%	2.5%
Discount rate	4.7%	4.6%

Mortality Assumptions:

The assumed life expectations from age 65 are:

- Retiring today Males 20.1 years Females 24.1 years
- Retiring in 20 years Males 22.1 years Females 26.0 years

4c. The assets in the scheme and the expected rate of return were:

	2012-13			2011-12		
	Expected long-term rate of return	Value as a percentage of total scheme assets	Value	Expected long-term rate of return	Value as a percentage of total scheme assets	Value
	%	%	£000	%	%	£000
Equities	6.3%	72%	36,304	6.6%	71%	30,380
Government bonds	3.0%	8%	4,034	3.3%	6%	2,567
Other bonds	4.1%	11%	5,546	4.6%	13%	5,563
Property	5.4%	8%	4,034	5.7%	9%	3,851
Other	0.5%	1%	504	3.0%	1%	428
Total	5.7%	100%	50,422	6.0%	100%	42,789
(Present value of scheme liabilities)			(87,822)			(81,797)
Surplus/(deficit) of the scheme			(37,400)			(39,008)
Net pension asset/(liability)			(37,400)			(39,008)

4d. Analysis of amounts recognised in SoCNE

	2012–13	2011–12
	£000	£000
Pension cost		
Current service cost	3,292	2,543
Past service cost	0	0
Effect of curtailment	175	363
Effect of settlement	0	0
Total operating charge	3,467	2,906

	2012–13	2011–12
	£000	£000
Analysis of interest cost on pension scheme – assets/(liabilities)		
Expected return on pension scheme assets	(2,604)	(2,960)
Interest on pension scheme liabilities	3,736	3,601
Net interest costs	1,132	641

4e. Analysis of amounts recognised in other comprehensive expenditure

	2012–13	2011–12
	£000	£000
Pension actuarial gain/(loss)	3,919	(14,019)
Irrecoverable surplus (if applicable)	0	0
Total shown in other comprehensive expenditure	3,919	(14,019)

4f. Changes to the present value of liabilities during the year

	2012–13	2011–12
	£000	£000
Opening present value of liabilities	81,797	64,583
Current service cost	3,292	2,543
Interest cost	3,736	3,601
Contributions by members	845	846
Actuarial (gains)/losses on liabilities	137	12,036
Benefits paid	(2,027)	(2,050)
Past service cost	0	0
Unfunded benefits paid	(133)	(125)
Curtailments	175	363
Settlements	0	0
Closing present value of liabilities	87,822	81,797

4g. Changes to the fair value of assets during the year

	2012–13	2011–12
	£000	£000
Opening fair value of assets	42,789	41,134
Expected return on assets	2,604	2,960
Actuarial gains/(losses) on assets*	4,056	(1,983)
Contributions by the employer	2,288	2,007
Contributions by members	845	846
Benefits paid	(2,027)	(2,050)
Net increase from disposals and acquisitions	0	0
Unfunded benefits paid	(133)	(125)
Curtailments	0	0
Settlements	0	0
Closing fair value of assets	50,422	42,789

* Includes changes to actuarial assumptions

4h. History of asset values, present values of liabilities, surplus/deficit and experience gains and losses

	2012–13	2011–12	2010–11	2009–10	2008–09
	£000	£000	£000	£000	£000
Fair value of assets	50,422	42,789	41,134	38,261	26,303
Present value of liabilities	87,822	81,797	64,583	74,594	41,336
Surplus/(deficit)	(37,400)	(39,008)	(23,449)	(36,333)	(15,033)
Experience gains/(losses) on scheme assets	4,153	(2,118)	(1,214)	7,724	(11,441)
Experience gains/(losses) on scheme liabilities	0	18	3,368	0	0
Percentage experience gains/(losses) on scheme assets	8%	-5%	-3%	20%	-43%
Percentage experience gains/(losses) on scheme liabilities	0%	0%	5%	0%	0%

4i. Sensitivity analysis

	+0.1%	0%	-0.1%
	£000	£000	£000
Adjustment to discount rate			
Present value of total obligation	85,595	87,822	90,118
Projected service cost	3,214	3,333	3,456
Adjustment to mortality age rate assumption			
	+1yr	none	-1yr
	£000	£000	£000
Present value of total obligation	84,637	87,822	91,047
Projected service cost	3,181	3,333	3,487
Adjustment to inflation			
	+0.1%	0%	-0.1%
	£000	£000	£000
Present value of total obligation	90,119	87,822	85,594
Projected service cost	3,458	3,333	3,212

5. Taxation

	2012–13	2011–12
	£000	£000
UK corporation tax	12	41
Total	12	41

Probation Trusts are corporate bodies under the Offender Management Act 2007, supplying court work and offender management services to the Ministry of Justice. Probation Trusts are therefore subject to CT on their profits and 'profit' for this purpose means income and chargeable gains.

6. Other administrative costs and programme costs

6a. Administration costs

	2012-13		2011-12	
	£000	£000	£000	£000
Rentals under operating leases	7		6	
Interest charges	0		0	
Accommodation, maintenance and utilities	1,814		1,842	
Travel, subsistence and hospitality	230		218	
Professional services	155		174	
IT services	758		750	
Communications, office supplies and services	271		376	
Other staff related	425		298	
Offender costs	1,006		919	
Other expenditure	32		64	
External Auditors' remuneration – statutory accounts	23		24	
External Auditors' remuneration – other	0		0	
Internal Auditors' remuneration and expenses	14		13	
		4,735		4,684
Non-cash items				
Depreciation of tangible non-cash assets	87		98	
Amortisation of intangible non-cash assets	0		0	
Impairment of non-current assets	0		0	
Profit/(loss) on disposal of tangible non-cash assets	2		(9)	
Profit/(loss) on disposal of intangible non-cash assets	0		0	
Other provisions provided for in year	(36)		38	
Early retirement provisions not required	0		0	
		53		127
Total		4,788		4,811

6b. Programme costs

Current expenditure	75		46	
Total		75		46
Total other administration and programme costs		4,863		4,857

7. Income

7a. Administration income

Income receivable from the sponsoring department – NOMS
 Rent receivable from minor occupiers of Probation estate property:
 From within the departmental boundary
 From other Government departments
 From external tenants

EU income from NOMS
 EU income from other Government departments
 Other EU income
 Other income received from Probation Trusts
 Other income from NOMS
 Other income from rest of MoJ Group
 Other income from other Government departments
 Miscellaneous income

Interest received:

 From bank
 From car loans
 From other sources

Total interest received

Total administration income

	2012-13		2011-12	
	£000	£000	£000	£000
Income receivable from the sponsoring department – NOMS	19,662		19,397	
Rent receivable from minor occupiers of Probation estate property:				
From within the departmental boundary	0		0	
From other Government departments	0		0	
From external tenants	0		0	
		19,662		19,397
EU income from NOMS		0		0
EU income from other Government departments		0		0
Other EU income		0		0
Other income received from Probation Trusts		33		22
Other income from NOMS		126		88
Other income from rest of MoJ Group		20		29
Other income from other Government departments		280		191
Miscellaneous income		177		161
		20,298		19,888
Interest received:				
From bank	2		1	
From car loans	0		0	
From other sources	0		0	
Total interest received		2		1
Total administration income		20,300		19,889

7b. Programme income

EU income from NOMS
 EU income from other Government departments
 Other EU income
 Other programme income
Total programme income

Total income

EU income from NOMS	0		0	
EU income from other Government departments	0		0	
Other EU income	0		0	
Other programme income	501		379	
Total programme income		501		379
Total income		20,801		20,268

8. Property, plant and equipment

	2012-13					
	Information technology	Plant and machinery	Transport equipment	Furniture, fixtures and fittings	Payments on account and assets under construction	Total
	£000	£000	£000	£000	£000	£000
Cost or valuation						
As at 1 April 2012	6	221	413	0	0	640
Additions	0	0	0	0	0	0
Disposals	0	(83)	0	0	0	(83)
Transfers	0	0	0	0	0	0
Reclassifications	0	0	0	0	0	0
Impairments	0	0	0	0	0	0
Indexation/revaluation	1	4	25	0	0	30
As at 31 March 2013	7	142	438	0	0	587
Depreciation						
As at 1 April 2012	5	162	232	0	0	399
Charge in year	1	29	57	0	0	87
Disposals	0	(81)	0	0	0	(81)
Transfers	0	0	0	0	0	0
Reclassifications	0	0	0	0	0	0
Impairments	0	0	0	0	0	0
Indexation/revaluation	1	4	18	0	0	23
As at 31 March 2013	7	114	307	0	0	428
Carrying value as at 31 March 2013	0	28	131	0	0	159
Carrying value as at 31 March 2012	1	59	181	0	0	241
Asset financing						
Owned	0	28	131	0	0	159
Finance leased	0	0	0	0	0	0
Carrying value as at 31 March 2013	0	28	131	0	0	159

8. (Continued)

	2011-12					Total £000
	Information technology	Plant and machinery	Transport equipment	Furniture, fixtures and fittings	Payments on account and assets under construction	
	£000	£000	£000	£000	£000	
Cost or valuation						
As at 1 April 2011	6	219	482	0	0	707
Additions	0	0	32	0	0	32
Disposals	0	0	(103)	0	0	(103)
Transfers	0	0	0	0	0	0
Reclassifications	0	0	0	0	0	0
Impairments	0	0	0	0	0	0
Indexation/revaluation	0	2	2	0	0	4
As at 31 March 2012	6	221	413	0	0	640
Depreciation						
As at 1 April 2011	4	125	270	0	0	399
Charge in year	1	36	61	0	0	98
Disposals	0	0	(100)	0	0	(100)
Transfers	0	0	0	0	0	0
Reclassifications	0	0	0	0	0	0
Impairments	0	0	0	0	0	0
Indexation/revaluation	0	1	1	0	0	2
As at 31 March 2012	5	162	232	0	0	399
Carrying value as at 31 March 2012	1	59	181	0	0	241
Carrying value as at 31 March 2011	2	94	212	0	0	308
Asset financing						
Owned	1	59	181	0	0	241
Finance leased	0	0	0	0	0	0
Carrying value as at 31 March 2012	1	59	181	0	0	241

9. Intangible assets

	2012-13				
	Development	Software	Licences	Payments on account and assets under construction	Total
	£000	£000	£000	£000	£000
Cost or valuation					
As at 1 April 2012	0	6	0	0	6
Additions	0	0	0	0	0
Disposals	0	(6)	0	0	(6)
Reclassifications	0	0	0	0	0
Indexation/revaluation	0	0	0	0	0
Transfers	0	0	0	0	0
Impairments	0	0	0	0	0
As at 31 March 2013	0	0	0	0	0
Amortisation					
As at 1 April 2012	0	6	0	0	6
Charge in year	0	0	0	0	0
Disposals	0	(6)	0	0	(6)
Reclassifications	0	0	0	0	0
Indexation/revaluation	0	0	0	0	0
Transfers	0	0	0	0	0
Impairments	0	0	0	0	0
As at 31 March 2013	0	0	0	0	0
Carrying value as at 31 March 2013	0	0	0	0	0
Carrying value as at 31 March 2012	0	0	0	0	0
Asset financing					
Owned	0	0	0	0	0
Finance leased	0	0	0	0	0
Carrying value as at 31 March 2013	0	0	0	0	0

9. (Continued)

	2011-12				
	Development	Software	Licences	Payments on account and assets under construction	Total
	£000	£000	£000	£000	£000
Cost or valuation					
As at 1 April 2011	0	6	0	0	6
Additions	0	0	0	0	0
Disposals	0	0	0	0	0
Reclassifications	0	0	0	0	0
Indexation/revaluation	0	0	0	0	0
Transfers	0	0	0	0	0
Impairments	0	0	0	0	0
As at 31 March 2012	0	6	0	0	6
Amortisation					
As at 1 April 2011	0	6	0	0	6
Charge in year	0	0	0	0	0
Disposals	0	0	0	0	0
Reclassifications	0	0	0	0	0
Indexation/revaluation	0	0	0	0	0
Transfers	0	0	0	0	0
Impairments	0	0	0	0	0
As at 31 March 2012	0	6	0	0	6
Carrying value as at 31 March 2012	0	0	0	0	0
Carrying value as at 31 March 2011	0	0	0	0	0
Asset financing					
Owned	0	0	0	0	0
Finance leased	0	0	0	0	0
Carrying value as at 31 March 2012	0	0	0	0	0

10. Impairments

There are no material impairments.

11. Assets held for sale

There were no assets held for sale during the year.

12. Trade receivables and other current assets

12a. Analysis by type

	2012–13 £000	2011–12 £000
Amounts falling due within one year		
Trade receivables	96	69
VAT	0	0
Deposits and advances	4	4
Receivables due from Probation Trusts	0	39
Receivables due from NOMS agency	782	964
Receivables due from Ministry of Justice – core	0	0
Receivables due from Ministry of Justice – NDPBs	0	0
Receivables due from HM Courts & Tribunals Service (HMCTS)	24	0
Receivables due from Office of the Public Guardian (OPG)	0	0
Receivables due from all other Government departments	256	290
Other receivables	0	0
Prepayments	32	51
Accrued income	295	90
	1,489	1,507
Amounts falling due after more than one year		
Trade receivables		
Deposits and advances	0	0
Other receivables	0	1
Prepayments and accrued income	0	0
	0	1
Total	1,489	1,508

12b. Intra-Government receivables

	Amounts falling due within one year		Amounts falling due after more than one year	
	2012–13 £000	2011–12 £000	2012–13 £000	2011–12 £000
Balances with other central Government bodies (inc. parent department)	1,232	1,270	0	0
Balances with local authorities	19	23	0	0
Balances with NHS bodies	0	0	0	0
Balances with public corporations and trading funds	0	0	0	0
	1,251	1,293	0	0
Balances with bodies external to Government	238	214		1
Total	1,489	1,507	0	1

13. Cash and cash equivalents

	2012–13	2011–12
	£000	£000
Balance at 1 April	449	1,085
Net change in cash and cash equivalents	(254)	(636)
Balance at 31 March	195	449
The following balances at 31 March are held at:		
Government Banking Service	0	0
Commercial banks and cash in hand	195	449
Balance at 31 March	195	449

14. Trade payables and other current liabilities

14a. Analysis by type

	2012–13	2011–12
	£000	£000
Amounts falling due within one year (excluding taxation)		
Trade payables	49	41
Other payables	0	0
Accruals	791	1,122
Deferred income	95	5
Staff payables	191	142
Bank overdraft	0	0
Payables due to Probation Trusts	20	15
Payables due to NOMS Agency	0	0
Payables due to Ministry of Justice – core	0	0
Payables due to Ministry of Justice – NDPBs	0	0
Payables due to HM Courts & Tribunals Service (HMCTS)	5	0
Payables due to Office of the Public Guardian (OPG)	0	0
Payables due to all other Government departments	9	1
Unpaid pensions contributions due to the pensions scheme	5	4
Long-term liabilities due within one year	0	0
Operating income to be surrendered (interest received)	0	0
Non-current asset accruals	0	0
	1,165	1,330
Tax falling due within one year		
VAT	529	653
Corporation tax	12	41
Other taxation and social security	1	8
	542	702
Total amounts falling due within one year	1,707	2,032
Amounts falling due after more than one year		
Staff payables	0	0
Other payables	0	0
	0	0
Total	1,707	2,032

14b. Intra-Government payables

	Amounts falling due within one year		Amounts falling due after more than one year	
	2012–13	2011–12	2012–13	2011–12
	£000	£000	£000	£000
Balances with other central Government bodies (inc. parent department)	761	717	0	0
Balances with local authorities	212	1	0	0
Balances with NHS bodies	86	0	0	0
Balances with public corporations and trading funds	0	0	0	0
	1,059	718	0	0
Balances with bodies external to Government	648	1,314	0	0
Total	1,707	2,032	0	0

15. Provisions for liabilities and charges

	2012–13	2011–12
	£000	£000
Balance at 1 April	38	0
Provided in year	0	38
Provisions not required written back	(36)	0
Provision utilised in the year	(2)	0
Unwinding of discount	0	0
Balance as at 31 March	0	38

	2012–13	2011–12
	£000	£000
Analysis of expected timing of discount flows		
Not later than one year	0	38
Current liability	0	38
Later than one year and not later than five years	0	0
Later than five years	0	0
Non-current liability	0	0
Balance as at 31 March	0	38

The provision made in 2011–12 was in respect of negotiations with sessional staff regarding their employment terms.

16. Capital commitments

No commitments for capital expenditure and major maintenance works have been made during the year.

17. Commitments under lease

17a. Operating leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods:

Obligations under operating leases for the following periods comprise:

	2012–13	2011–12
	£000	£000
Other		
Not later than one year	5	6
Later than one year and not later than five years	0	5
Later than five years	0	0
Total	5	11

The lease payments relate to photocopiers.

17b. Finance leases

The Trust has no finance leases.

18. Other financial commitments

The Trust has entered into non-cancellable contracts (which are not leases) for payroll services, an employee assistance helpline, translation services and legal services. The payments to which the Trust is committed during 2012–13, analysed by the period during which the commitment expires are as follows.

	2012–13	2011–12
	£000	£000
Not later than one year	88	99
Later than one year and not later than five years	63	12
Later than five years	0	0
Total	151	111

19. Deferred tax asset

The Trust has no such assets.

20. Financial instruments

As the cash requirements of the Trust are met through the Estimates process, financial instruments play a more limited role in creating risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts to buy non-financial items in line with the Trust's expected purchase and usage requirements as well as cash, receivables and payables. Therefore it is felt that the Trust is exposed to little credit, liquidity or market risk. An analysis of receivables, cash and payables is provided within **Notes 12, 13 and 14**.

The Trust does not face significant medium to long-term financial risks.

21. Contingent liabilities

The Trust is aware of the assertion of a liability by Bath and North East Somerset Council in respect of the local government pension fund dating back to 2001. The Trust has received no evidence to substantiate this assertion and has formally stated that it accepts no liability.

22. Losses and special payments

22a. Losses statement

No material losses have occurred.

22b. Special payments schedule

No special payments have been made.

23. General fund

	2012–13	2011–12
	£000	£000
Balance at 1 April	(38,896)	(23,409)
Prior period adjustment (Note 28)	0	0
Balance restated at 1 April	(38,896)	(23,409)
Financing	0	0
Net transfers from Operating Activities:		
Statement of Comprehensive Net Expenditure	(2,310)	(1,538)
Movement in donated assets	0	0
Transferred from revaluation reserve	7	70
Actuarial gains and losses	3,919	(14,019)
Balance at 31 March	(37,280)	(38,896)

24. Revaluation reserve

The Revaluation Reserve reflects the unrealised element of the cumulative balance of indexation and revaluation adjustments (excluding donated assets).

24a. Property, plant and equipment

	2012–13	2011–12
	£000	£000
Balance at 1 April	16	84
Prior period adjustment (Note 28)	0	0
Balance restated at 1 April	16	84
Arising on revaluations of PPE during the year (net)	7	2
Transferred to General Fund	(7)	(70)
Balance at 31 March	16	16

It became apparent during 2011–12 that the revaluation reserve had been overstated for some years. The balance was therefore corrected and reconciled to the asset management system held by NOMS.

24b. Intangibles

	2012–13	2011–12
	£000	£000
Balance at 1 April	0	0
Prior period adjustment (Note 28)	0	0
Balance restated at 1 April	0	0
Arising on revaluations of intangibles during the year (net)	0	0
Transferred to General Fund	0	0
Balance at 31 March	0	0

25. Related party transactions

NOMS and the Ministry of Justice are regarded as a related party. During the year, the Trust had various material transactions with the Ministry of Justice. Additionally, the Trust had transactions with other Trusts', other government bodies and third party organisations.

During the year, none of the members of the Management Board, members of key management staff or other related parties, or their related parties has undertaken any material transactions with the Trust.

The Trust has a wholly-owned subsidiary company, Nova Aequitas Ltd. established during 2011–12. The following Avon & Somerset Probation Trust key management staff are directors of the company – Joe Kuipers; Sally Lewis; Diane McAdam and Danielle Neale. Expenditure incurred with Nova Aequitas totalled £25k in the financial year. No income was received from Nova Aequitas in the financial year.

26. Third-party assets

These are not Trust's assets and are not included in the accounts. The assets held at the reporting period date to which it was practical to ascribe monetary values comprised monetary assets, such as bank balances and monies on deposit, listed securities, trust funds, amenity funds. They are set out in the table immediately below.

	31 March 2013	Funds paid in during the year	Funds paid out during the year	31 March 2012
	£000	£000	£000	£000
Offender charitable grants	3	3	(4)	2
	3	3	(4)	2

27. Events occurring after the reporting period

In accordance with the requirements of IAS 10, events after the reporting period are considered up to the date on which the accounts are authorised for issue. This is interpreted as the date of the Audit Certificate of the Comptroller and Auditor General.

As at the date of the Audit Certificate, the following reportable events had occurred:

The results of the "Transforming Rehabilitation" consultation paper were published on 9 May 2013, by the Secretary of State for Justice, which announced the future requirements for the provision of probation services. The recommendations will change the way in which probation services are commissioned and delivered. A new National Probation Service will be created to protect the public from the most dangerous offenders and manage the provision of probation services. England and Wales will be divided into 21 contract areas which align closely with local authorities and Police and Crime Commissioner areas. MoJ/NOMS will be responsible for commissioning rehabilitation services. Probation service local delivery units will support the gathering of intelligence on needs and priorities at a local level, including from key partners (e.g. local authority needs assessments) to feed into the MoJ/NOMS commissioning process. It is expected that the detail will be finalised over the coming months. None of the Trust's assets, liabilities or functions had been transferred at the date the accounts were authorised for issue.


28. Prior period adjustments

No prior period adjustments have been made.

Accounts Direction

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 2013 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 8 March 2012.



Edward Kirby

On behalf of the Secretary of State for the Ministry of Justice
6 March 2013

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

8. Sustainability report (Not subject to Audit)

Introduction

This is the second Sustainability Report for the Avon and Somerset Probation Trust, prepared in accordance with 2011–2012 guidelines laid down by HM Treasury in ‘Public Sector Annual Reports: Sustainability Reporting’ published at: www.hm-treasury.gov.uk/frem_sustainability.htm. Sustainability focus is on achieving government targets, reducing environmental impact and reducing costs. Priorities include reducing carbon emissions, water consumption and waste to landfill.

This report covers 7 of the Trust’s buildings, 3 of which are 24/7 approved premises.

Shared occupations are not accounted for due to the limitations of extrapolating reliable sustainability data from service charges supplied by landlords. In addition, HM Courts & Tribunals Service is obliged to supply office space free of charge to probation trusts. As these are modest in size there is little, if any, benefit from isolating their sustainability data. However, the Trust currently shares three properties under a joint Private Finance Initiative Project with HMCTS who are the lead authority. HMCTS will therefore be reporting the sustainability data on these properties in their return. We do not consider that the exclusion of these areas has a material impact on sustainability reporting for the Trust as a whole.

Waste financial data is not available at this stage.

Governance, responsibilities and internal assurance

Overall governance and assurance is managed by the Ministry of Justice Sustainable Development Team (MoJ SDT). The probation estate is managed by facilities contractors, acting on behalf of MoJ, who manage day to day estate operations including voluntary and mandated sustainability reporting. There are some limitations to the accuracy of our financial and non-financial sustainability data and we continue to improve the quality of our internal controls, for example through internal audit. The Trust therefore is unable to verify the accuracy of the data as it is not within their control.

Greening Government Commitments

The Greening Government Commitments launched on 1 April 2011 require Departments, including probation trusts, to take action to significantly reduce environmental impact by 2014–2015 (compared to a 2009–2010 baseline). These commitments can be found at: <http://sd.defra.gov.uk/gov/green-government/commitments/>.

Climate change adaption and mitigation

The MoJ SDT has drafted a Statement for Climate Change Adaptation and set their built and non-built estate challenging objectives as follows:

- To enable the MoJ estate to evaluate risks to its strategy for programme delivery on vulnerable flood plains and evaluate its baseline for future adaptation of its targets and actions against climate change
- To enable the MoJ estate to prioritise its management of high risk sites and where necessary divert and recalculate important and fragile resources where they are vital to operational delivery
- To identify where stakeholders and central partners need to act to facilitate further or additional actions to protect against climate change
- To establish a strategic process by which MoJ can put in place measures necessary to adapt to future climate change.

Carbon Reduction Commitment (CRC)

CRC is managed by MoJ and associated carbon allowances are accrued by MoJ Corporate Estates.

Carbon Management Plan (CMP)

A CMP is a systematic approach to reducing greenhouse gas emissions; integrating technical, financial, corporate governance and communications within an overarching strategy. A CMP covers the entire probation estate across 35 Trusts and was developed in partnership with the Carbon Trust. MoJ SDT is working to consolidate all CMPs, including those in place in the Prison Service and Courts & Tribunals to deliver a single cohesive approach with costed projects for each unit to provide an overarching framework to tackle climate change.

Our vision is to:

- be a low carbon business in which carbon management and sustainability are embedded within decision making,
- engage stakeholders and demonstrate best practice in meeting corporate sustainability targets.

The plan and statements will be kept under review and open to amendment in order to facilitate a continued improvement in meeting statutory obligations for climate change adaptation and reporting.

Environmental Management System (EMS)

MoJ SDT has an ongoing EMS implementation programme, and is looking to develop a more streamlined EMS that fully meets the requirements while reducing resource impacts on front line services.

Sustainable procurement

Avon and Somerset Probation Trust has access to purchasing agreements for commodities from suppliers that make available recycled and low carbon products where appropriate.

Local Initiatives

The Trust is committed to promote the principles of sustainability in everything it does and to meet the requirements of relevant legislation, codes of practice and directives related to sustainability within the Probation Service and National Offender Management Service.

The Trust has recently achieved the ISO 14001 Environment standard and is continuously working on the implementation of the following:

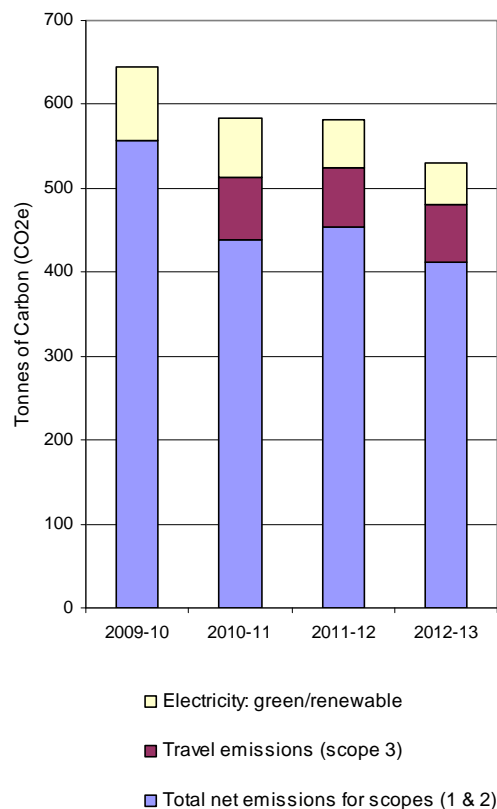
- Use of telephone and video conferencing instead of travel
- Provision of eco pool cars for use of staff who, having considered all other options have to travel.
- Provision of a pool bike
- Rationalising the estate and hot-desking
- Seeking replacement of remaining inefficient buildings
- Posters from Carbon Trust encouraging the switch-off of all electrical items when not in use and reducing heating.
- Promoting recycling
- Negotiating contracts with suppliers who have the relevant sustainability standards.
- Continuously research and implement any new initiatives.

Performance summary

Greenhouse gas (GHG) emissions

		2009–10	2010–11	2011–12	2012–13
Non-financial indicators (tCO ₂ e)	Total gross emissions for scopes 1 & 2	644.8	508.8	511.2	461.2
	Electricity: green/renewable	87	70.7	57.8	49.1
	Total net emissions for scopes 1 & 2	557.8	438	453.4	412.1
	Travel emissions scope 3	0.0	74.1	70.4	69.0
	Total gross GHG emissions (all scopes)	644.8	582.9	581.6	530.3
Non-financial indicators (kWh)	Electricity: Grid, CHP & non-renewable	501536	407822	333240	283090
	Electricity: renewable	167178.5	135940.5	111080	94363.25
	Gas	1602848	1219308	1093065	996806
	Other energy sources	0	0	0	0
	Total energy	2271562	1763070	1537385	1374259
Financial indicators	Expenditure on energy	138,006	105,110	92,641	92,795
	Expenditure on official business travel	0	0	288,620	297,584

GHG Emissions by scope



Performance commentary (including targets)

Buildings occupied by Avon and Somerset Probation Trust include offices in Bristol, Bath, Bridgwater, Taunton, Yeovil and approved premises.

The Trust is unable to verify the accuracy of the data as it is collated and provided by the national facilities management contractor – Interserve. However, the performance supports the Trust’s estate strategy to rationalise and close properties year on year.

Controllable impacts commentary

The Trust encourages all staff to be environmentally aware and to take positive action. The Trust has recently achieved the award of ISO14001 2004 Environmental Management Standard and will be seeking to implement some actions to support this award.

Overview of influenced impacts

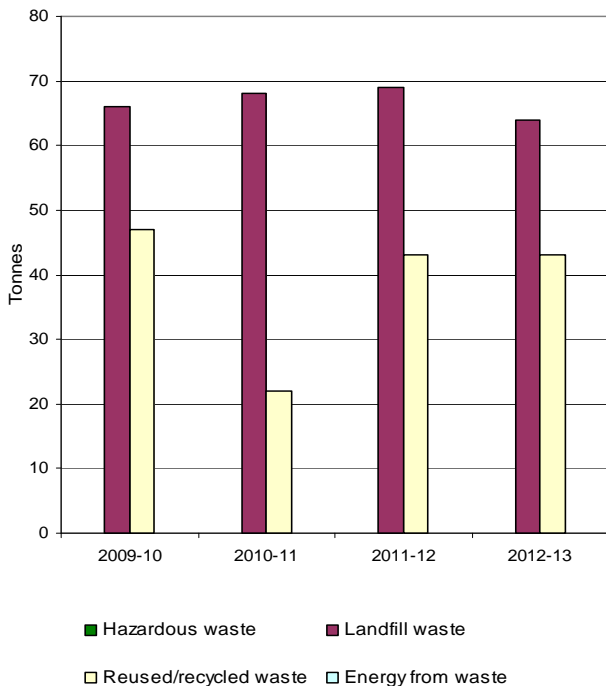
The provision of all utility contracts is via the national facilities management contractor – Interserve. Provision and collation of data is improving with a commitment to improve further next year.

Waste

Non-financial indicators (tonnes)	Hazardous waste	Hazardous waste
	Non-hazardous waste	Landfill waste
		Reused/recycled waste
		Energy from waste
	Total waste arising	
Financial indicators	Hazardous waste	Hazardous waste
	Non-hazardous waste	Landfill waste
		Reused/recycled waste
		Energy from waste
	Total waste costs (£)	

2009–10	2010–11	2011–12	2012–13
0	0	0	0
66	68	69	64
47	22	43	43
0	0	0	0
113	90	112	107
Data	not	Available	

Waste by final disposal



Performance commentary (including targets)

The Trust is unable to verify the accuracy of the data as it is collated and provided by the national facilities management contractor – Interserve. However, the performance supports the Trust’s estate strategy to rationalise and close properties year on year. Interserve have been late in implementing a waste management initiative but this has now been rolled out across the Trust and should hopefully show a year on year difference to the treatment of waste.

Controllable impacts commentary

The Trust encourages all staff to be environmentally aware and to take positive action. The Trust has recently achieved the award of ISO14001:2004 Environmental Management Standard and will be seeking to implement some actions to support this award.

Overview of influenced impacts

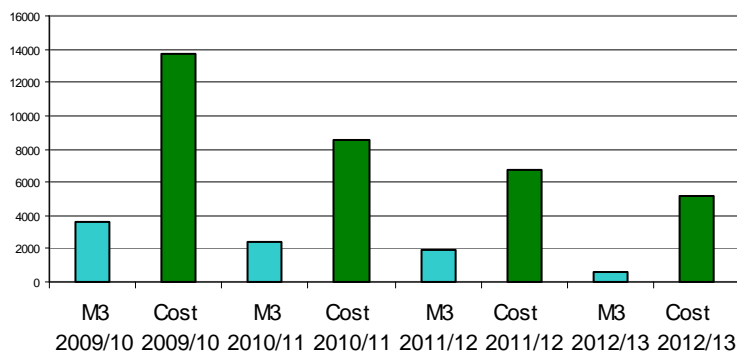
The Trust will look to the FM contractor for further initiatives.

Water

Non-financial indicators **Total water consumption (cubic metres)**
 Financial indicators **Total water supply costs (£)**

	2009–10	2010–11	2011–12	2012–13
Total water consumption (cubic metres)	3,592	2,355	1,887	563
Total water supply costs (£)	13,738	8,560	6,752	5,142

Water. Total consumption and costs.



Performance commentary (including targets)

The Trust is unable to verify the accuracy of the data as it is collated and provided by the national facilities management contractor – Interserve. However, the performance supports the Trust’s estate strategy to rationalise and close properties year on year.

Controllable impacts commentary

The Trust no longer provides bottled water, except in an emergency situation.

Overview of influenced impacts

The Trust will work with the facilities management contractor to see if there are any further initiatives that can be implemented.

Paper

Cost (excluding VAT)

	2009–10	2010–11	2011–12	2012–13
Cost (excluding VAT)	0	12,337	12,622	10,576



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