

For staff in South Yorkshire Probation

Summer 2009

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## Trusted to become a Trust?

**ACHIEVING Trust Status** is a phrase we've been hearing a lot recently. A title given to the restructure that has been taking place over the past few months, **Trust Status** is a necessity rather than an option for **South Yorkshire Probation**.

Just three years ago we were an under performing area, through organisational, structural and cultural change we have now turned that round to become a high performing business focused area. These changes now leave us well placed to the challenges faced over the next five years.

The necessity is that without a 'Licence to Practice' South Yorkshire Probation won't be able to continue as it is, as an ambitious and effective organisation. A licence to practice means that WE continue to deliver our services in the public sector. We chose what work unpaid work offenders complete, what group programmes we offer and who supervisors our offenders.

Continues on page 2....

## The Futures Bright...The Futures Purple

**THE publication of the 2009/10 Business Plan and 2009/13 strategic plan brings together the vision of South Yorkshire Probation for the future.**

Six key strategic goals underpin what we want to achieve over the next four years. Protecting the public, reducing re-offending, community safety, value for money, "Making a Difference" and improvement and innovation are themes that will run through all areas of our work from Offender management to Information Services. As well as key targets for the next year the Business Plan demonstrates how each area of the organisation will achieve these.

The Strategic Plan looks at the future of the service over the next four years. Assumptions can be made on what may happen economically, politically (both local and nationally) as well as around offender behaviour and staffing. Although we cannot rely wholly on these assumptions, it helps us to plan for where we want to be in four years time.

**SYP Intranet > Home > Lead the Business > Publications > Corporate**

## A word from the Chair...



Peter Smith

**LAST AUTUMN the Board received an early indication of the financial challenges the whole of Probation faced over the coming years linked to the requirement to apply for Trust status.**

We understood staff and Union concerns but accepted it was our responsibility to work with the SMT on devising the best possible solution for SYP. This was, and still is, the only way of retaining SYP as the main local provider of probation services - by gaining our "License to Practice".

Decisions were difficult and not taken lightly but we believe the new structures both build on our success to date and provide a foundation for continued success in the future.

The strength of our current position is reflected in our IPPF performance and the OMI results - both of which you should all be immensely proud of.

You may also be aware that the changes we are currently experiencing are less significant than those faced by other local Areas.

The application for Trust Status allows us to demonstrate that we are best placed to deliver and commission these services successfully, because as our performance shows we are already doing this.

Our application portfolio was submitted in May, it demonstrated our ability against local accountability, performance, use of resources and organisational capability. Most importantly it demonstrated our capability to fulfil the increasing demands on services with what will potentially be reduced resources year on year. Our ability to demonstrate this was successful and on 9 June we learnt that we'd been successful in the first stage.

We believe the new structures provides a leaner fitter and more service delivery focussed organisation. But we also accept that further changes to the way we work and infrastructure (driven by the Centre) will be needed if future years' benefits are to be realised.

Our Regional colleagues are also facing similar restructuring including the appointment of new Directors of Offender Management. Our DOM, Steve Wagstaff, started on 1 April. I have heard the view expressed that "this is just further evidence of a Prisons takeover under the guise of NOMS". I can perhaps understand, but do not share, this view. I see it as an opportunity to access greater operational and financial resources, thereby improving OM services across the Region and making our communities safer. My meetings with Steve have only served to confirm this view. He fully appreciates the excellent work delivered by Probation staff in reducing re-offending.

Embedding the operational and cultural changes we wish to make over the coming months and years will be challenging. As a Board we are committed to these changes and to supporting everyone's efforts in achieving them. We also firmly believe that we have the strategies, leadership and above all, the people, in place to deliver a continually improving Probation Service to the communities of South Yorkshire.

Stage two, an interview with Lord Carter, will take place on 30th June.

Trust Status, although it may not seem that way currently, is of benefit to South Yorkshire Probation. It will strengthen us as an organisation and enable us to build on our success of the past few years. The freedoms and autonomy Trust Status will provide will allow us to tailor our resources to meet the offenders and communities needs. We are best placed to reduce re-offending, protect the public and make communities safer. Being a Trust can only strengthen our ability in doing this.

## A word from the Chief...

CHANGE is often difficult, particularly when one feels it is being done to you rather than being you being in control.

South Yorkshire Probation is currently going through an unprecedented amount of change and I know lots of staff members are finding this difficult.

I understand this, and want to do anything I can to help everyone understand why we are changing and what I hope for South Yorkshire as a consequence of this change. I believe that understanding why we are making the changes will help everyone cope better with them. I believe understanding where we are going will help everyone look forward positively rather than back with regret.

So why the changes - there are two main drivers for the current changes; the need to achieve Trust status and the need to live within our budget.

So why do we need to achieve Trust status and how will the changes help us do this? For us to carry on delivering probation services we need a "licence to practice". We have been told clearly that, unless we are successful in our application, we will not have, after April 2010, such a licence and the Government will then decide who should deliver Probation Services in South Yorkshire. I want us to achieve that licence. I believe you do too.

To do that we have been told clearly that we need to be able to demonstrate that we are an organisation that manages what it does and ensures it can deliver a high quality service that offers value for money. We need to be able to prove that - just believing it is not good

enough.

We are also changing to live within our reduced budget and to bring in ways of working that will allow us to continue to reduce our workforce, and know clearly what work we need to prioritise and what we need to do differently or not do at all. We have no choice but to live within the budget set by the Government, 85% of our budget goes on paying for people - we can not make the cuts without losing jobs.

No-one wants to make anyone compulsorily redundant; we want to keep every staff member who wants to stay in a job. But at the end of the day we also need to be able to pay people and if we haven't got the right jobs where people want to work; we may have to face that difficult decision. I hope we don't get there but have to accept we might.

We do it well and the thanks and praise for that belongs with each and every one of you. We can continue to do it well and we can manage these changes. Let's continue to do so together.



Roz Brown

A handwritten signature in black ink that reads "Roz Brown". The signature is written in a cursive, flowing style.

# The Justice Awards 09



Recognising outstanding achievement by staff and volunteers across the Criminal Justice System.

Do you know an individual or team going the extra mile in their work? It could be one of your team. It could be a whole team. It could be an ordinary bunch of people, working across agencies, who've achieved an extraordinary result.

Don't be shy. We are looking for people who deserve recognition and we need you to tell us about them.

To find out more or nominate someone visit [www.cjsonline.gov.uk/justiceawards](http://www.cjsonline.gov.uk/justiceawards)

**CLOSING DATE: 27 July 2009**



## add value

Living Leadership Development programme for SYP

**A**chieve  
**D**irect our staff  
**D**evelop our staff

**V**ision make it happen  
**A**lways behave in accordance with our expectations  
**L**ead from the front  
**U**nderstand & communicate  
**E**valuate and change

From September SYP will launch a leadership and development programme, which will be known as the Adding Value Living Leadership Development Programme. The programme will be delivered in three stages over the next 18 months to ensure that all our leaders have first class leadership skills to lead and manage staff in an evermore commercial environment.

The three stages of the programme are:

**- Stage 1 - Expectations and Leadership (Culture change from 'Supervisors of practice' to**

**leaders)**

- Stage 2 - Leading People and Resources (knowledge and practice of policies and procedures)**
- Stage 3 - Personal and Performance Development (continuous professional development and culture change)**

Each stage will feature a number of three hour modules focusing on practice rather than theory, with action learning sets to review and reinforce the transfer of the learning back into the workplace. A key feature of the first stage is that the modules and action learning sets will be delivered for specific teams to help develop our teams within the new LDU Structures. The programme will run in both Head Office and Sheffield and where appropriate in divisional offices to minimise travel time and disruption to the delivery of front line services.

For more information contact Sue Lenkowski, Head Office

# Interventions News



**SOUTH YORKSHIRE**

## **What - No Interventions Green Star?**

**Despite another outstanding years performance across the range of Interventions targets we have not received the Green Star I feel we deserve.**

In the last quarter our offenders in employment performance slipped under the target - we asked for our performance to be moderated because of the worsening employment situation to no avail. The rates of people claiming Job Seekers Allowance rose by 85% across South Yorkshire between February 08 and February 09 - the most dramatic increase being from August onwards as the recession bit. Offenders are amongst the most vulnerable groups in the employment market and are often without the skills or training to switch jobs. The recovery may be some way off so we must give the people we work with every opportunity to cope and to compete. There are Interventions available, or in the pipeline that can help and we are working hard to improve the offer we can make to offenders and to assist offender managers -

- **Education, Training and Employment - our partnership of providers of ETE were praised in the OMI and have recently received a Learning Skills Council Award for excellence. If offenders attend the records show they achieve - please do all you can to get them through the door for that all important first appointment.**
- **Employer Engagement - South Yorkshire manages a regional Employer Engagement Project who are working with local authorities and others key partners to open up opportunities for offenders to get work**
- **Rotherham and Barnsley have now got Finance, Benefit and Debt advice 'in house'. Sheffield Crime and Disorder Partnership are contributing £36,000 for provision - and Sheffield will also be piloting a Money Management course funded by the Financial Inclusion Service from September. Avril Montgomery is working hard to develop provision in Doncaster.**
- **We also have the opportunities for additional provision from a NOMS/European Social Fund grant and improved services for women via Ministry of Justice funding**

This year has seen a number of Interventions staff leave the service or change roles so (at the risk of missing someone....) I want to say special thanks to Mary Layhe, Ron White and Roy Henry retiring after many years of service to Unpaid Work, to Brian Faulkner who retired from Town Moor, Mary Pratley from Programmes and Jacqui Smith from Victims. To those taking up new roles - thanks to Maryke Turvey promoted to ACO and Gill Crossland moving to be an UPW supervisor. To Penny Abbott moving to Health and Safety and finally to Janet Kerr. Janet had been unwell last year and decided to take the offer off voluntary redundancy. When we spoke last she was still thinking about a leaving do!

Thank you to everyone who has helped make this a very successful year.  
Graham Jones - ACO Interventions

# Justice Seen, Justice Done

**JUSTICE Seen, Justice Done is a campaign promoting the Policing Pledge and visibility of Community Payback to the public.**

The campaign is centrally funded between the Ministry of Justice, South Yorkshire Probation and local councils and ran from 30 March for two weeks.

The Justice Seen, Justice Done campaign aims to:

Raise awareness and understanding of the service the public are entitled to from the police and other agencies.

Show the public that the police, probation, other CJS agencies and the government are on their side - and that there are tough consequences for criminals.

Making sure that issues the public are concerned about like anti-social behaviour are



tackled and the public informed.

3000 Community Payback hours have been ring fenced and South Yorkshire Probation have worked with local crime and disorder reduction partnerships (CDRPs) to find projects the public would like completing as part of this campaign.



The week beginning the 6 April advertorials appeared in the press and on radio stations asking local residents to vote on their favourite projects. Five projects were identified in each of Sheffield, Doncaster, Barnsley and Rotherham. Work on the winning projects will begin in early May; and the winning projects will be announced in June.

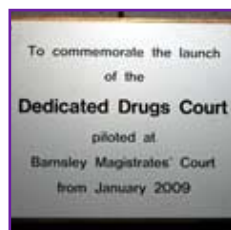
**JUSTICE SEEN  
JUSTICE DONE**

## Dedicated Drug Court Pilot Launches in Barnsley

**JANUARY saw the launch of the new Dedicated Drugs Court in Barnsley.**

Following on from the success of the first two pilots of Dedicated Drugs Courts (DDC) in London and Leeds, Barnsley was chosen as one of four areas for the second stage of pilots (other areas are Cardiff, Salford and Bristol). Barnsley was selected, not because it has a significant drug problem, but due to the identified strengths in partnership working and shared enthusiasm by all involved.

Working together the police, probation service, courts, CPS, prisons and local drug interventions teams will provide continuity of care and a consistent approach towards sentencing and future case review.



It is hoped that this will help build a beneficial relationship of trust between offenders and the various agencies involved in the management of their cases.

Held on Wednesdays, in four weekly cycles the DDC in Barnsley is overseen by Judge Rosenberg and nine specially trained magistrates.

Sam Higgins, Barnsley DIP Team Manager, said: "The dedicated drug court can help reduce drug use and crime by giving offenders a high level of support to enable them to tackle their problems and make positive changes to their lives."

Now in its fourth full month the DDC is proving to be a success, with only two breaches since it began.

For more information contact Sue Delamore at Barnsley Court House.

# Introducing Thinking Skills

THE Thinking Skills Programme (TSP) is a new General Offending Behaviour programme currently being rolled out to replace prison ETS and the community based Think First and the Priestley 1:1 programmes.

Those programmes were developed in the 1990's and accredited around 2000. Since then they have been extensively researched and much has changed. As a result the new Thinking Skills Programme aims to build on the lessons learnt from that first generation of cognitive skills programmes. The ultimate aim of TSP is to: ***Reduce risk by engaging and motivating, coaching, responding to individual needs, and building continuity.***

There are five key principles in how the programme is delivered in order to achieve the goals of SP in the most effective way. These are:

- **Focus on Offending & Risk** - participants identify their own risk factors which provides the meaningful context in which they practice their skills
- **Engagement & Motivation** - agreement to high standards of engagement in the group are a pre-requisite to joining the programme
- **Facilitation Style & Coaching** - the most effective style is characterised by coaching (rather than instructing) within TSP.
- **Personal Relevance** - the emphasis is on applying the skills to real, personal and meaningful examples
- **Continuity** - greater linking in with the wider offender management process



## Programme Structure

The programme is **19 sessions** long and is divided into **3 modules; Self Control, Problem Solving and Positive Relationships**. The programme starts with an Initial Individual session; each module then consists of six sessions (five group sessions and one individual session).

So far as missed sessions are concerned - No more than three group sessions can be missed, and that is a maximum of one per module. It is important to stress that NO individual sessions can be missed as these define the work which that individual subsequently undertakes in the group sessions

For more information contact Malcolm Lee at GPD.

# Focus on.....Wadworth Church

**IN January this year supervisor Pete Dutchak and a team of offenders took the first steps in what was to become one of the best projects Doncaster UPW have been involved in.**

Working in conjunction with Peter Pace, Church Architect, work began on this Mediaeval Church, ranging from treating oak roof timbers against woodborer attack, cleaning stonework to window surrounds, window tracery, and arcades, to redecorating plastered walls. The work is being compared

that any professional stoneworker. The offenders have shown a great appreciation to the need to retain the character and warmth of the church. Often cleaning of this type can leave the stone looking brand new, but under the watchful eye of Pete Dutchak years of grime have been removed and the stone has been left looking natural and ancient.

During the restoration the offenders also came across early graffiti, mediaeval paint traces and highly decorative features. This have all been recorded and will be presented to the Doncaster Archaeological Archive and the Parochial Church Council. The quality of work

achieved by the offenders has been highly praised by the vicar and his parishioners. Anyone who has visited the church has commented on the quality of the work and how good the church now looks. The church feels very fortunate to have been able to have the work completed for just the cost of materials. The work on the inside of the church is now complete and we continue to maintain the grounds and grave yard for them.

At the end of April the new High Sheriff of South Yorkshire, Helena Muller visited Wadworth Church as part of her tour to introduce her to South Yorkshire Probation. She was surprised at the high quality of work we carry out and commented on the dedication of the supervisor, Pete and the offenders. A large number of parishioners had turned up to the church that morning to show their appreciation for the work. Helena presented Wadworth Vicar, Reverend Alun Price, with their Community Payback plaque in recognition of the project being completed.

For more information contact Ann Renshaw at UPW Bentley



Scaffolding in the church ready for work to start



Offenders clean the stonework as part of the renovation



High Sheriff Helena Muller presents Wadworth's vicar Alun Price with their Unpaid Work Plaque



The completed Church

# Customer Service Week - The Results

## IN February SYP held its first Customer Service week to get feedback from offenders on their supervision.

The OMI report highlighted that this was an area where we needed to do extra work. We already had exit surveys for Unpaid Work and Group Programmes, but nothing to gauge the opinions of offenders on supervision. For a week between 9 - 13 February, offenders reporting at offices across the county were asked to complete a questionnaire. The response rate was good, with 426 offenders completing questionnaires, that's approximately 20% of the potential offenders. The general response from the offenders was positive.

The main findings from the feedback were:

1. 40% of offenders said they were seen for their appointment on time. A further 43% said they waited for up to 15 minutes leaving 17% who waited over 15 minutes.

2. Over two thirds (68%) of offenders felt that their needs (e.g. appointment times, interpreter services, isolation on Programmes and Unpaid Work Placements etc.) had been taken into account in their supervision arrangements. Young, male offenders were most likely to think their needs were not taken into account.

3. Offenders were generally positive about their experience of supervision (with 84% satisfied overall), but less positive about how helpful probation had been to them to stop re-offending (69% agreed that probation was helpful to them in this respect).

4. The great majority of offenders felt they were given clear information about their supervision;

- 98% of offenders said they knew who they should report to.

- 97% of offenders felt it was clear to them what would happen if they don't keep their appointments.

- 96% of offenders agreed that at the beginning of their order/licence probation helped them understand what their supervision was all about.

5. Just over three-quarters (76%) of offenders said they were given feedback on their progress in supervision.

6. Most offenders felt they were treated well in supervision.

- 87% said they were treated with respect.

- 86% said they were treated fairly.

- 84% said they were listened to.

7. Three-quarters (75%) of offenders said their experience of supervision was a positive one.

8. Just over two-thirds (67%) of offenders said the probation service had helped them get in touch with other services such as accommodation, education/training, employment, drug support, alcohol support, mental health and debt counselling.

9. Offenders' levels of satisfaction with services accessed tended to be lower than satisfaction with probation supervision and varied (from 29% to 74%) with the type of service.

Although the feedback was generally positive, there are still areas where the quality of our services could be improved for example around debt counselling referrals. The user feedback group are looking at all the issues raised from the

questionnaire and projects already being developed within the service could well strengthen the areas which relieved lower satisfaction levels. The group is looking at the development of a questionnaire being mailed to all offenders on termination of their order and another Customer Service week will be held next year.

In the mean time posters will be going up in reception areas letting offenders know what we are doing to address the suggestions they've made.

*"I can understand where I went wrong in the past. I have done all the courses. I found them very helpful and would recommend them to other people"*

*"I have had good experience of this order, everything good so far"*

# Introducing The New

From August we'll be welcoming two new members of the senior management team to South Yorkshire. Here's how the new structure looks.

## Director of Operations - Lynda Marginson



Lynda Marginson  
Director of Operations

Lynda started her career as a clerical officer in 1983 as part of the community service team in Preston. After several years working as a bail information officer and PSO she qualified as an officer in 1994 and worked for six years in Greater Manchester. During her career Lynda has specialised in drug work and in 1997 spent some time in America on a research project looking specifically at drug courts. In 2000 she completed an MA in in Drug Interventions and later that year went to North Yorkshire as the DTTO Manager.

Lynda is joining South Yorkshire from her current position of Assistant Chief Officer in North Yorkshire.

## Local Delivery Units



Sarah Mainwaring  
Sheffield LDU

After a career as a Probation Officer and YOU Operational Manager in Leicester, for the past 5 years Sarah has worked as the Director of the Safer Communities Partnership . Barnsley was certainly a different culture to Leicester! Alongside this I have worked as a free-lance Inspector for HM Inspectorate of Probation and to give myself a bit of balance I have built up my Aromatherapy business, "La Main". My other main role is as mum to Lucy and Tobias.

I have loved my work in Barnsley alongside all the partners that make up the Partnership, the commitment and dedication to work together to shared goals has been immense and I have been proud to be part of that process.



Maryke Turvey  
Rotherham LDU

Maryke is moving across Rotherham from her role as Divisional Manager of Group Programmes and Unpaid Work to become the new Head of Probation for Rotherham LDU



Shelley Scott  
Doncaster LDU

Shelley has moved from her position of Assistant Chief Officer for Offender Management to become the new Head of Probation for Doncaster LDU.

# Management Structure



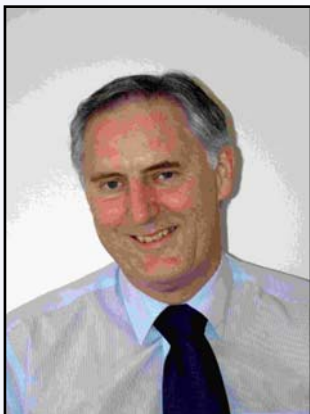
Roz Brown  
Chief Officer



Amanda Cullen  
Director of HR



Julian Fox  
Secretary to the Board



Brian Kerslake  
Director of Finance



Ian Razzell  
Contracted Strategic IS



Jan Hannant  
Barnsley LD

Jan has moved from her position of Divisional Manager for Community Engagement to become the Head of Probation for Barnsley



Graham Jones  
Interventions

Graham remains in the role of Assistant Chief Officer of Interventions, based at Head Office

## News in Brief

## Doncaster Achievers Receive their Awards

**Magistrates** attending Norfolk Park on 5th December were invited to join in the Wallace and Gromitt Tea Party which raised £80.50 for the Wallace and Gromit Children's Foundation

**Thurnscoe** Lunch club came out with the maximum 5 stars in a recent health and hygiene inspection. Well done to upw supervisor Sue Baraclough.

**Eastern Avenues** recent refurbishment is now complete. Funding from the Home Office, DAAT & CDRP has enabled them to have a new secure interview room, safe drug testing suite and meeting room.

**Cantley** lunch club received 4 stars in it's recent health and hygiene inspection, changes are already being made to ensure this is a 5 star next time.

**Jo Cox** has been successful in winning one of the recent NAPO awards for her work developing effective working links with the police, Norfolk Park and Rookwood Approved Premises. Jo attended an awards ceremony in London last month to collect her award.

**OFFENDERS** gaining awards in Maths and English attend the recent ETE presentation in Doncaster

Nineteen offenders joined the probation service and Doncaster college at the event held at the Mansion House, Doncaster. Along with family members, attendees were treated to an uplifting speech by special guest Brenda Maslan, member SY probation board, who encouraged the achievers to think 'when' not 'if' in relation too their future achieving.

After receiving the awards, taken as part of their order, guests were invited to stop for refreshments and photographs. The event, organised by Carol Jones and attended by many of the tutors from Doncaster College who we work in partnership with, are regularly held for achievers in Doncaster. Although this is the first event to be held in the grand surroundings of the Mansion House.



## Home Office Visit to Rotherham Unpaid Work

**SUE** Strickland (Home Office) visited Rotherham to view some of the **Community Payback** work being carried out in the area.

The site chosen for the visit on 24 March was Wentworth Cricket Club, where offenders are refurbishing the pavilion and carrying out groundwork around the playing area.

Sue was impressed with the site, saying it was the best she had seen so far on her countrywide tour. Offenders were involved in painting the pavilion and strimming the boundary areas in preparation for the start of the season. After introductions Sue spent time speaking with the supervisor and offenders and was impressed by the quality of work carried out and the attitude and commitment shown by offenders. The offenders carrying out groundwork were happy to wear the CP Hi Visibility vests and reported no problems to Sue in their discussions.

Sue had only a short visit as she had other appointments, but our impression was that she took away a very positive view of the **Community Payback** work completed in South Yorkshire.

Steve Shaw  
Rotherham Community Payback Unit.

