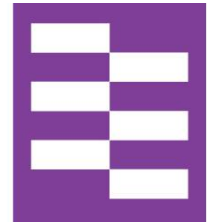


Derbyshire
Probation Trust



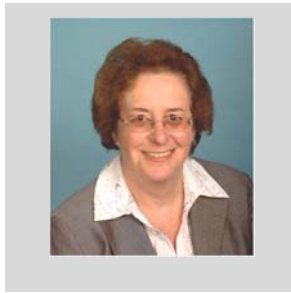
Derbyshire Probation Trust

Diversity Report 2010 / 11

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Foreword and Mission Statement



Awareness of diversity is central to Derbyshire's work ethos and is one of our core values:-

'Diversity: We celebrate and recognise cultural diversity in the way we deliver our services'

As a public sector employer, Derbyshire Probation Trust has the following general obligations to consider under its duties for all diversity strands:

- promoting equality of opportunity
- promoting good relations
- promoting positive attitudes
- eliminating harassment, and
- eliminating unlawful discrimination.

In addition to the public sector legal duties relating to race, gender and disability, public authorities must uphold and promote human rights in everything they do. We have included human rights actions in our plans. The Regulations on Sexual Orientation, Religion and Belief and Age do not have public sector duties attached but good practice would be to include these, and the transgender strand, in any actions we take. Our impact assessment process and associated action plans include all the diversity strands.

There is an explicit expectation that all service users, partners and Derbyshire Probation Trust (DPT) staff members behave in a way which is not discriminatory, disrespectful or intimidating. These expectations are communicated via staff and service user handbooks; posters and our published Code of Conduct, and for staff, is expressly written in to job descriptions and employment contracts.

We are also committed to the principle of equality and embracing and being proactive in encouraging and supporting diversity. To assist us in doing all this, we have developed a series of strategies through a cross-grade Strategic Diversity Group, and our Operational Diversity Group encourages the practical approaches, activities and exercises that put those strategies into practice.

We have tried to reflect our work ethos in all our plans and this annual report highlights some of our achievements in 2010/2011.

A handwritten signature in black ink that reads "Denise White". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Denise White
Chief Executive
Derbyshire Probation Trust**

Leadership, Management and Diversity

Diversity and Equality Strategy Group

The group is chaired by our Chief Executive and is comprised of a Trust Board member and a cross section of staff from as wide a range of roles and grades as possible.

Meeting quarterly, it monitors broad equality and diversity issues, internal and external, and ensures all aspects of our operations are in line with legislation. As a result, the Trust has a developed series of integrated strategies, some of these listed below, to ensure that equality continues to be embedded throughout the organisation:

- Governance arrangements –Strategic and Equality Strategy Group and Operational Diversity Group
- The process of equality impact assessment
- Data analysis and disproportionality
- Staff training initiatives
- Diversity action planning and ongoing review
- Annual Reporting
- Equality and diversity adviser/officer/lead
- Diversity champions/staff support groups
- Community Engagement Strategy and toolkit
- Sharing and Celebrating Good Practice

The above strategies play a vital role in the mainstreaming of equality and diversity in Derbyshire and the developmental aspect of this approach represents the embedding of an ongoing process of evolution rather than a one-off project.

Operational Diversity Group

The Operational Diversity Group, chaired by our Training and Diversity Manager, meets on a quarterly basis to discuss and plan diversity issues and promote events across Derbyshire Probation Trust. It regularly reports back to the Strategic group on its activities and actions.

Membership comprises staff from different staff grades/roles and from across the geographical area we cover. We encourage representatives with particular interest in the various strands of diversity. The purpose of the group is to:

- Champion and promote a culture of equality and diversity; disseminating good practice
- Provide a programme of diversity events throughout the year

- Facilitate diversity training
- Offer advice on Policy and practice issues
- Promote Diversity week and help co-ordinate activities
- Promote diversity issues and create awareness of local facilities and support services

Good practice with reference to Equality and Diversity is shared or celebrated in numerous ways across the Trust, some of which are systematic and some are less formal but nonetheless valuable:

- Informal staff discussion
- Formal discussion in planning stages
- Staff and Management Meetings
- Informal and formal discussions of the Trust Board
- Integral to the Impact Assessment process discussed earlier
- Dissemination from ODG and SDG
- Discussion following supervisories and Staff Appraisal
- Staff Training
- Newsletters

Members liaise with various local groups on Equality and Inclusion matters including attending the Derby Equality & Diversity Network meetings. This group has representatives from many local agencies and organisations including the NHS, Mental Health Services, Derbyshire Fire & Rescue Service, Derby College, Derby University, Derby Hospitals, P3, Energise, Derby Women's Centre, Derbyshire Friend, Derby City Council, Derby Race Equality Council, East Midlands Ambulance Service, Derbyshire Constabulary, Derby County FC and Disability Direct. Therefore, we are able to keep staff informed of key Equality and Diversity events throughout the year.

We exchange good practice and plan joint events and campaigns such as celebrating IDAHO (International Day Against Homophobia), International Women's Day, Black History Month and the Derby Gay Pride event. The Network also planned and held a one day event relating to the introduction of the Equality Act 2010.

The Trust sponsored the Black History Month event in Derby City last November at Mango Tang restaurant and a number of black staff from our city teams and our Approved Premises attended.

In September 2010, staff had an information stall on Derby Market Place at the Mental Health 'Changing Minds' event.

Internally, the Operational Diversity group promoted our Diversity Week (4 - 8 October 2010) and events took place at all local offices. Teams invited local

speakers to provide workshops relating to Diversity issues, as well as organising other awareness events.

The Trust continually seeks to find effective and efficient mechanisms to engage the public in decisions on service delivery priorities. It endeavours to make community engagement a positive, inclusive and effective experience for all those involved. Not only is this good practice but it also strengthens relationships with communities.

One example of this approach is the half-day workshop held at the West Indian Community Centre in Derby. The findings of the day are contributing towards the Trust's overall strategy in developing its service delivery priorities.

Employment and Diversity

Training and developing staff

Introductory level Diversity training is mandatory for all new staff. Other specific training is also planned and delivered throughout the year such as Hate Crime Awareness; Gypsy Traveller workshops; visits to the Open Centre and places of Worship. Over the past year, Derbyshire Probation Trust has engaged in a partnership with Derbyshire Fire and Rescue Service, offering Diversity training facilitated by the Garnett Foundation Theatre Company.

Staff Network Groups

Derbyshire Probation Trust has three Staff Support Network groups:

- Disability and Carers
- Lesbian, Gay, Bi-sexual & Trans (LGBT)
- Black Minority Ethnic (BME)

The Networks are in their early stages of formation and Terms of Reference have been established. They are being promoted across the whole staff group.

Service Delivery and Diversity

The Equality Act 2010: Public Sector Equality Duty

The Equality Duty does not impose a legal requirement to conduct an Equality Impact Assessment, nor is there a practical need to conduct one. However, compliance with the Equality Duty involves consciously thinking about the three aims* of the Equality Duty as part of the process of decision-making. That entails understanding the potential effects of the organisation's activities on different people, but there is no prescribed process for doing this. Guidelines state that keeping a simple record of how decisions were reached will help show how an organisation considered the Equality Duty. Producing an EIA after a decision has been reached does not achieve compliance with the Equality Duty.

* 3 aims of the Equality Act 2010 relate to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and people who do not share it.

Disproportionality and Data Analysis

Over the past year the focus for the Performance & Information Unit of Derbyshire Probation Trust (DPT) has been on identifying potential areas of disproportionality in service delivery rather than static diversity reporting. This proactive approach to diversity has evolved through links with the Local Criminal Justice Board (LCJB) Disproportionality Technical Group & the Regional Diversity Group led by Paul Singh.

Areas of service delivery identified for analysis have been:

- Court Reports Proposals by Order Type & Requirement
- Court Reports Outcomes by Order Type & Requirement
- Court Report Proposals versus Outcomes
- Order Completions by Successful Outcome, Failure to Comply & Further Offence
- Breaches & Recalls
- Caseload

Each of these areas has been analysed using statistically accepted principles by Gender, Disability (including identifying those Offenders with either mental Health issues or Learning Disabilities), Ethnicity & Age.

All identified anomalies have then formed the basis of an action plan compiled & formulated by Diversity leads & Operational Managers. This action plan has then been shared with the Chief Officer, Senior Management Team & the LCJB Disproportionality Panel.

Actions arising from this plan have focussed on those areas where DPT has a sphere of influence, such as Report Proposals, Order Completions, successful or otherwise, Breaches & Recalls.

Much of the Action Plan is based on audits of reports & case files to identify if proposals are commensurate with the offence & risk & appropriate to the needs of the Offender.

Audits will also be used where anomalies have been identified in completion rates, breaches or recalls to ensure that case management took into account any identified needs of the Offenders in relative to either successful or unsuccessful outcomes.

Further to this, DPT's disproportionality reporting framework has been shared via a "Report Toolkit" with all other Areas in the Region enabling direct comparison of the results to further identify what might be a local or regional issue.

One practical example of Derbyshire's focus on equality of opportunity is a project in the north of the county targeting female offenders – a group which can be particularly vulnerable, has low esteem and is hard to engage with. The project sees informal networking events on probation premises attended by support agency representatives. In a relaxed environment, the women can readily access support and advice, and the input from other female offenders has encouraged hesitant individuals to attend courses designed to build the skills they need to change their lives, boosting their self esteem in the process. This all female environment has already seen some major successes in changed lives.

This concept is now in operation in Derby where it is organised by the charity Women's Work in partnership with our local office.

Derbyshire Caseload: Gender and Ethnicity in the Regional Context

At 11.3% Derbyshire has a higher proportion of Female offenders on its caseload than any other area in the East Midlands, the lowest being Lincolnshire at 8.5%. Whilst high this proportion has fallen over the last two years from a peak of 11.9% in 2008/09.

Generally speaking the ethnic profile of offenders in Derbyshire falls mid-range within the East Midlands area. Derbyshire has the second highest proportion of Asian offenders at 4%, the highest being Leicestershire at 9.8% but the second lowest percentage of Black offenders at 3.5%, with Lincolnshire the lowest at 0.6%, the highest being Nottinghamshire at 8.3%.

The percentage of Derbyshire's Dual Heritage offenders sits mid-way across the five areas at 2.8%, Nottinghamshire being highest at 4.7% and Lincolnshire lowest at 1.1%.

12.5% of Derbyshire offenders are recorded as having some form of disability, the highest percentage being in Nottinghamshire at 17.7% and the lowest being Northants at 6.6%.

Offenders with mental health issues represent 4.0% of the caseload, second only to Nottinghamshire at 5.2%, whilst offenders in Derbyshire with learning disabilities are the highest in the region at 1.5%.

The average age of offenders in Derbyshire is 33 yrs 6 months, this being the second highest after Lincolnshire, whose average is 34 yrs 2 months. The lowest average is Leicestershire at 29 yrs 8 months.

Historically the percentage of BME offenders on Derbyshire's caseload is increasing, up by 1.2% over the last two years. Dual Heritage offenders have increased by 0.7%, Asian offenders by 0.3% with the "Other" group increasing by 0.4%. However, there has been a slight fall in Black & Chinese offenders over the same period.

Offenders disclosing disabilities has also increased over the same period, by 4.0% from 8.5% to 12.5%, but this is more likely due to better recording than a real increase.

The average age of offenders has also increased from 27 yrs 10 months in 2008/09 to 33 yrs 6 months in 2010/11.

Diversity Monitoring – Offender Management

Court Report Proposals

During the financial year 3900 reports were produced by Probation staff for Crown & Magistrates Courts. Of these reports 14.8% were written on female offenders and 14.6% on BME offenders. Those written on offenders with disabilities represented 12.8%, whilst 4.1% were on offenders with mental health issues and a further 1.3% on offenders with learning disabilities. Both of these later figures are included within the 12.8%.

Commencements

Overall commencements for female offenders rose from 13.9% to 15.3% & commencements for BME offenders also rose from 9.6% to 13.7%.

Commencements for offenders with disabilities represented 12.5%, those with mental health issues 3.8% and offenders with learning disabilities represented 1.2%.

Offenders with any form of disability (including mental health & learning disability) received a higher proportion of Supervision Requirements but lower Unpaid Work Requirements than those not disabled.

The percentage of white offenders receiving an Accredited Programme Requirements is higher than some of the BME groups but there was lower percentage of white offenders receiving Unpaid Work Requirements.

65% of all commencements were aged 35 or less with 41% aged 25 or less.

Younger offenders (25 or under) received a lower proportion of Supervision, Drug & Alcohol Treatment Requirements but higher Unpaid Work & Curfew Requirements.

Caseload

The percentage of females on Community Orders (80%) was higher than males (54%), mainly due to the drive to steer female offenders away from custody.

The highest percentage of any ethnic group on Community Orders is white British (59%), the remaining 41% being either pre-release or on Licence.

Over the last year the percentage female offenders recalled (29%) has been lower than that for male offenders (31%).

The percentage of White offenders breached (38%) or recalled (40%) was higher than Black, Asian, Mixed Race or other groups, though as a single group, Black Caribbean (53%) had the highest individual breach rate.

A greater proportion of offenders with disabilities or mental health issues were recalled last year, but a lower proportion of those with mental health issues were breached when compared to those offenders having no form of disability.

The percentage of BME offenders in custody stood at 40% at the year end compared to 26% for White offenders, with 22% of BME offenders on Licence compared to 15% of White offenders. This proportion may be influenced by additional factors such as Offence Type or Seriousness.

The highest proportion of any age group in custody is 56 or over (40%) with the lowest being 25 or less (26%).

Successful Completions

Over the last year there has been no significant variation across gender, ethnicity or disability with regard to successful completions or otherwise, the only real anomaly being evident across age bands.

With regard to age, the percentage of “Successful Completions” has been proportional to age i.e. the lower the age the less likely an offender has been to complete successfully, whereas the percentage of Orders terminated as “Failed to Comply” has been inversely proportion to age. The percentage of Orders terminated for a further offence has been uniform across most age bands.

Conclusions

The disproportionality performance reporting framework put in place over the last year will continue to form the basis of identifying anomalies; helping formulate plans to address these where appropriate, to improve service delivery, promote equality and reduce re-offending.

Over the coming year, increased focus will be placed on ensuring offenders with mental health issues & learning disabilities are not disadvantaged, and that access to support and referral systems is maximised.

Diversity Monitoring - Staff

Executive Summary

A core value of DPT has been the importance placed on diversity and developments in this area remain as an ongoing business objective in meeting the requirements of the Equality Act 2010.

Monitoring

DPT staff monitors diversity in a wide range of areas, including staff profile, training and development, recruitment, promotion, performance assessment, discipline and grievance, reports of harassment and discrimination. DPT also collects and analyses monitoring information on part-time staff for evidence of unequal treatment.

Monitoring will continue to be undertaken to identify any trends and results and analysis of this monitoring will be published annually. Any issues which arise as a result will be investigated, recommendations made and action taken to address any adverse impacts.

Ethnicity

We have a diverse workforce with 10.2% of staff classifying themselves as BME from 10.1% in 2009/10. The number of BME employees does remain consistently above the regional target of 7.2%.

Of the 40 employees classifying themselves as BME 23 are Asian, i.e. 6% of the workforce.

A full breakdown of employees by ethnicity is attached as Appendix 2a on page 16.

Gender

Our gender profile follows national trends in the service. There is no change to the overall percentage of the gender profile of employees from 2009/10 as at 31 March 2010 73% of employees are female and 27% are male. From the 73% female employees, 41.8% are part time and of the 27% male employees 11.5% are part time. A 2.8% increase in the number of female employees working part time with a 1.5% decrease in the number of male employees working part time.

A full breakdown of employees by gender is attached as Appendix 2b on page 18.

Age

At 31 March 2010 20% of employees were under the age of 30 which is a decrease from 22% in 2009/10. 56% were between age 31 and 50 which is an increase from 53% in 2008/09. 24% were over the age of 50 which is a decrease of 1% from 25% in 2009/10.

A full breakdown of employees by age is attached as Appendix 2c on page 19.

Length of Service

At 31 March 2010 72% of employees had under 9 years service, 18% of employees had between 10 and 22 years service and 5% had over 23 years service with DPT.

A full breakdown of employees by length of service is attached as Appendix 2d, page 20.

Disability

The Service currently employs 32 staff who have declared that they have a disability i.e. 8.4% of the workforce; this is well above the average of comparable organisations. This figure has increased by 1.2% since 2009/10. They have a variety of needs, ranging from little or no reasonable adjustments, to more extensive needs, requiring IT and other technical or equipment, or changes in tasks or jobs.

When employees declare they have a disability, either during the recruitment stages or during employment, employees can have an assessment with a trained consultant to identify if any adaptations or equipment are required to enable them to perform their duties.

DPT is fully committed to fulfilling its obligation under the Equality Act 2010 and has invested expertise to ensure staff has access to reasonable adjustments where it is needed.

For further details of the disability profile of the Trust please see attached Appendix 2e on page 22.

Sexual Orientation and Religion

Monitoring information is not collected from employees concerning their sexuality or religion.

Conclusions

The National Data Warehouse project has been implemented. However, at the time of writing, being able to run reports on verified data is still not possible. Our staff diversity profile of 10.3% is higher than Derbyshire's population profile of 7.24% BME.

Appendices

Appendix 1 - Offenders



East Midland Regional Caseload by Gender & Ethnicity - Mar 11																			
Area	Total	Male		Female		White		Mixed		Asian		Black		Chinese		Other		Not Stated	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Derbyshire	3975	3527	88.7%	448	11.3%	3350	84.3%	112	2.8%	158	4.0%	139	3.5%	0	0.0%	44	1.1%	172	4.3%
Nottinghamshire	5638	5084	90.2%	554	9.8%	4673	82.9%	264	4.7%	169	3.0%	470	8.3%	3	0.1%	34	0.6%	25	0.4%
Lincolnshire	2348	2149	91.5%	199	8.5%	2233	95.1%	26	1.1%	42	1.8%	15	0.6%	0	0.0%	9	0.4%	23	1.0%
Leicestershire	3803	3372	88.7%	431	11.3%	2887	75.9%	123	3.2%	371	9.8%	258	6.8%	10	0.3%	104	2.7%	50	1.3%
Northamptonshire	3121	2797	89.6%	324	10.4%	2577	82.6%	79	2.5%	84	2.7%	181	5.8%	4	0.1%	19	0.6%	177	5.7%
Total	18885	16929	89.6%	1956	10.4%	15720	83.2%	604	3.2%	824	4.4%	1063	5.6%	17	0.1%	210	1.1%	447	2.4%

Area	Total	With Disability		With Mental Health Issues		With Learning Disability		Average Age	
		No.	%	No.	%	No.	%	Years	Months
Derbyshire	3975	497	12.5%	158	4.0%	61	1.5%	33	6
Nottinghamshire	5638	996	17.7%	294	5.2%	67	1.2%	32	7
Lincolnshire	2348	325	13.8%	85	3.6%	19	0.8%	34	2
Leicestershire	3803	377	9.9%	121	3.2%	47	1.2%	29	8
Northamptonshire	3121	206	6.6%	52	1.7%	25	0.8%	32	9
Total	18885	2401	12.7%	710	3.8%	219	1.2%	32	6

Historic Derbyshire Caseload by Gender & Ethnicity																			
Area	Total	Male		Female		White		Mixed		Asian		Black		Chinese		Other		Not Stated	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
March - 09	4293	3780	88.1%	513	11.9%	3714	86.5%	90	2.1%	159	3.7%	154	3.6%	4	0.1%	32	0.7%	140	3.3%
March - 10	4133	3648	88.3%	485	11.7%	3555	86.0%	99	2.4%	170	4.1%	148	3.6%	7	0.2%	29	0.7%	125	3.0%
March - 11	3975	3527	88.7%	448	11.3%	3350	84.3%	112	2.8%	158	4.0%	139	3.5%	0	0.0%	44	1.1%	172	4.3%

Area	Total	With Disability		Average Age	
		No.	%	Yrs	Mths
March - 09	4293	365	8.5%	27	10
March - 10	4133	502	12.1%	33	5
March - 11	3975	497	12.5%	33	6

Year	Total		Male		Female		Total BEM		White		Black		Asian		Mixed		Chinese		Other		Not Stated		Missing	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
	2005/06	4652	85.3%	3970	85.3%	682	14.7%	401	8.6%	3851	82.8%	150	3.2%	141	3.0%	74	1.6%	3	0.1%	33	0.7%	14	0.3%	386
2006/07	4259	85.9%	3659	85.9%	600	14.1%	357	8.4%	3531	82.9%	133	3.1%	123	2.9%	75	1.8%	0	0.0%	26	0.6%	15	0.4%	366	8.6%
2007/08	4756	86.1%	4096	86.1%	660	13.9%	428	9.0%	3951	83.1%	139	2.9%	162	3.4%	94	2.0%	3	0.1%	30	0.6%	5	0.1%	372	7.8%
2008/09	4869	84.6%	4120	84.6%	749	15.4%	474	9.7%	4152	85.3%	135	2.8%	180	3.7%	113	2.3%	5	0.1%	41	0.8%	9	0.2%	234	4.8%
2009/10	4502	86.8%	3861	86.8%	641	14.2%	440	9.8%	3723	82.7%	119	2.6%	177	3.9%	101	2.2%	8	0.2%	35	0.8%	6	0.1%	239	5.3%
2010/11	4291	85.7%	3677	85.7%	614	14.3%	385	9.0%	3729	86.9%	85	2.0%	147	3.4%	99	2.3%	0	0.0%	54	1.3%	5	0.1%	172	4.0%

Appendix 2 a - Staff Staff in Post, by Ethnicity

DERBYSHIRE PROBATION TRUST

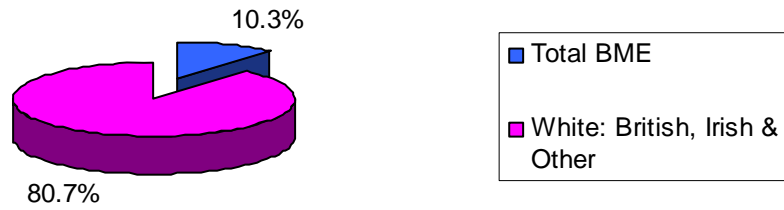
BREAKDOWN OF ETHNICITY PROFILE BY JOB GROUP AS AT 31 MARCH 2011

JOB GROUP	ETHNICITY CODE																	TOTAL
	A1	A2	A3	A9	B1	B2	B9	M1	M2	M3	M9	NS	O1	O9	W1	W2	W9	
Chief Executive															1			1
Director															3			3
Operations Manager															3			3
SPO	3								2						20			25
Other Managers - Field	1														7			8
PO	5	2				1			1	1	1	1		1	75		2	90
TPO																		0
PSO	1	1			2	1									79		1	85
CPO/DCPO															16			16
Admin - Field	3														61	1		65
Business Services Staff															19		1	20
PHO					1										4	1		6
PHSW		1			2			1							4			8
CPS	1				1										13			15
CSSS													1		18			19
Other Relief Staff	1										1				3			5
External Secondments	1			1						1					7			10
TOTAL	16	4	0	1	6	2	0	1	3	2	2	2	0	1	333	2	4	379

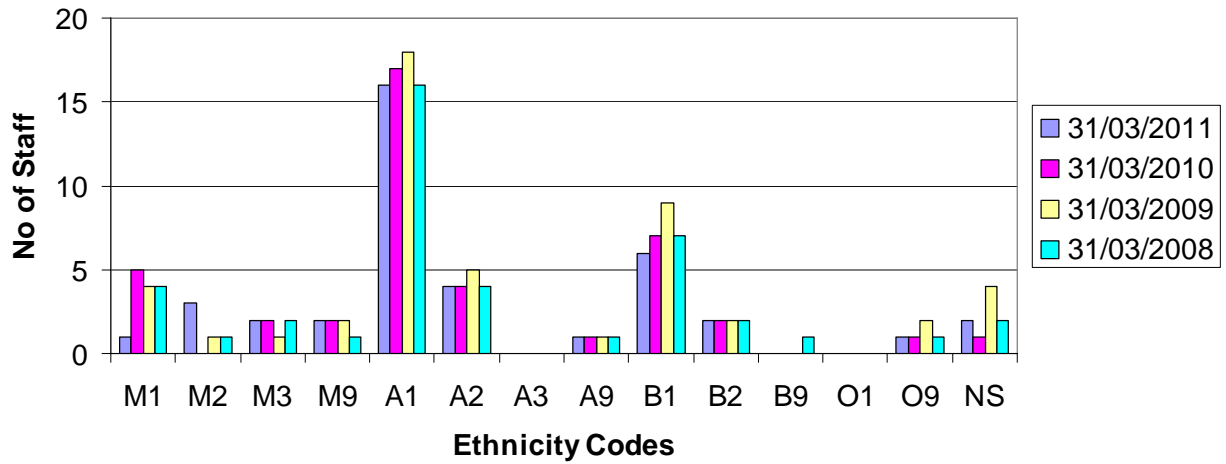
NB: Other Managers - Field inc. OSM, OM, DCPM & ETE Manager

Key			
A1	Asian or Asian British: Indian	M3	Mixed: White and Asian
A2	Asian or Asian British: Pakistani	M9	Mixed: Other
A3	Asian or Asian British: Bangladeshi	NS	Refusal
A9	Asian or Asian British: Other	O1	Chinese
B1	Black or Black British: Caribbean	O9	Other Ethnic Group
B2	Black or Black British: African	W1	White: British
B9	Black or Black British: Other	W2	White: Irish
M1	Mixed: White and Black Caribbean	W9	White: Other
M2	Mixed: White and Black African		

BME Staff profile - 31 March 2011



Breakdown of BME Staff Profile

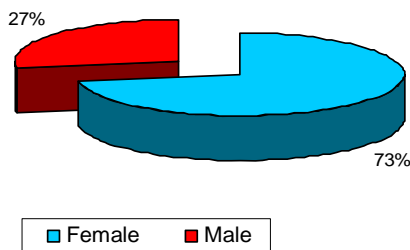


Appendix 2 b Staff in Post, by Gender

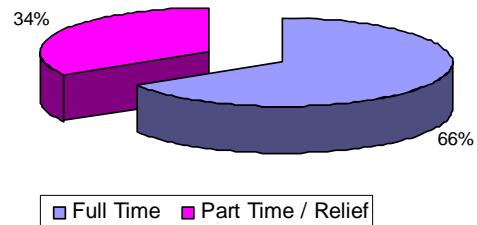
JOB GROUP	MALE		FEMALE		TOTAL	FTE
	Full Time	Part Time	Full Time	Part Time		
Chief Executive			1		1	1.0
Director	2		1		3	3.0
Operations Manager			3		3	3.0
SPO	9		12	4	25	23.5
Other Managers - Field	3		1	4	8	7.8
PO	23	2	36	29	90	79.3
TPO					0	
PSO	14	1	43	27	85	75.8
CPO/DCPO	6	1	7	2	16	14.7
Admin - Field	1	1	27	36	65	52.0
Business Services Staff	7	1	10	2	20	19.1
PHO	2		3	1	6	5.8
PHSW	1		2	5	8	3.7
CPS	3	6	2	4	15	11.5
CSSS	16		3		19	19
Other Relief Staff	2		3		5	5
External Secondments	3		6	1	10	9.6
TOTAL	92	12	160	115	379	333.8

NB: Other Managers - Field inc. OSM, OM, DCPM & ETE Manager

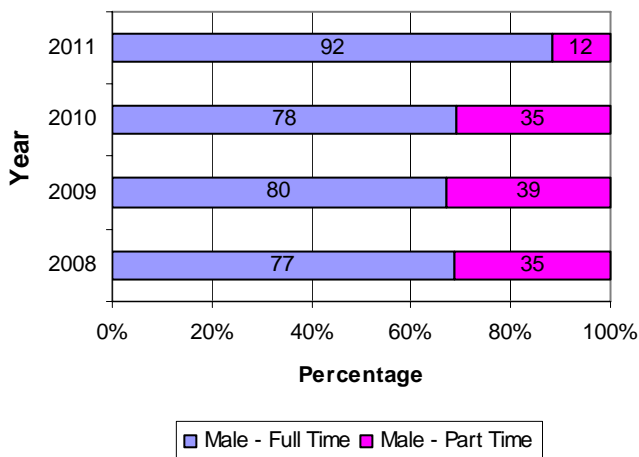
Gender Profile Breakdown - 31 March 2011



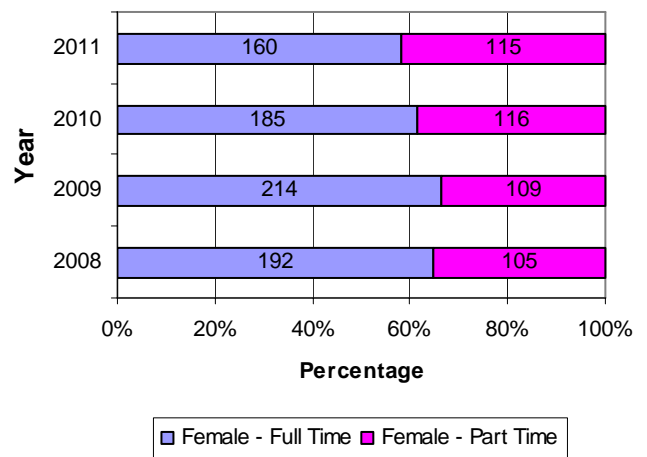
Working Hours Breakdown - 31 March 2011



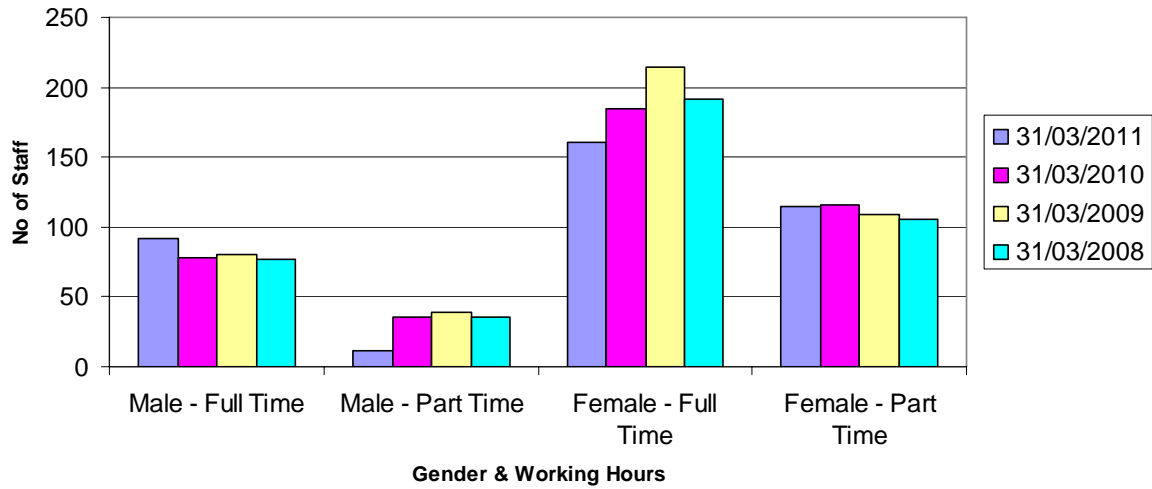
Breakdown of Male Staff Profile



Breakdown of Female Staff Profile



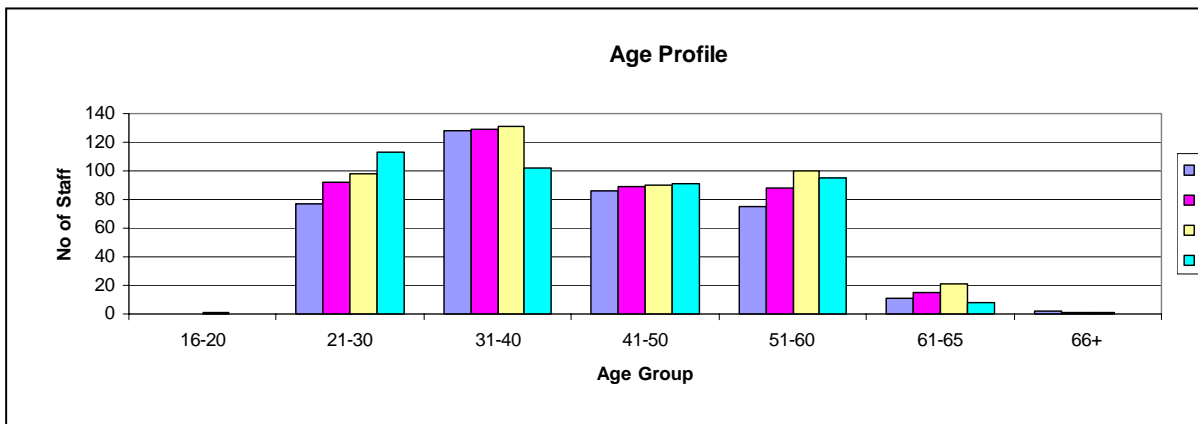
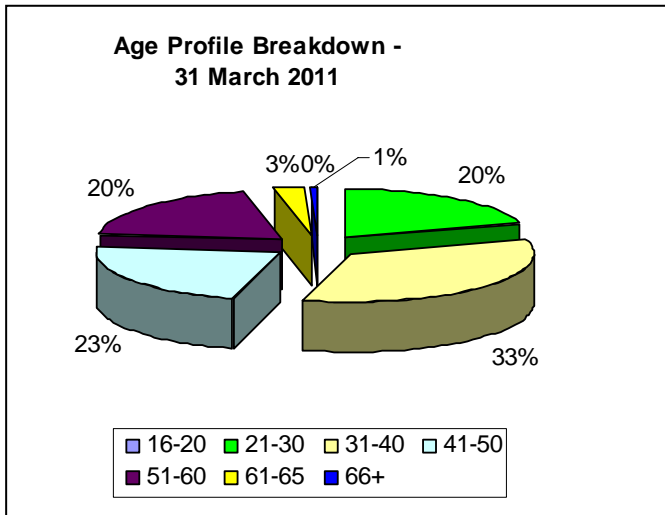
Breakdown of Staff Profile by Gender & Working Hours



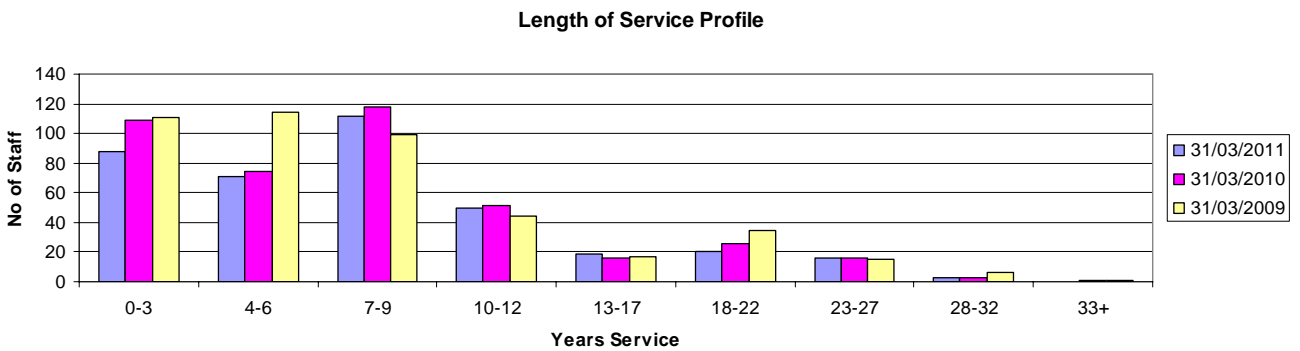
Appendix 2 c Staff in Post, by Age

JOB GROUP	AGE (Yrs)							TOTAL
	16-20	21-30	31-40	41-50	51-60	61-65	66+	
Chief Executive						1		1
Director					3			3
Operations Manager			1		2			3
SPO		2	11	7	5			25
Other Managers - Field			5	1	2			8
Psychologist								0
PO		23	37	23	7			90
TPO								0
PSO		27	27	17	13	1		85
CPO/DCPO		3	5	4	2	2		16
Admin - Field		10	18	16	19	2		65
Business Services Staff		2	9	5	4			20
PHO		2		4				6
PHSW		3	1	2	2			8
CPS			3	2	8	2		15
CSSS			4	4	6	3	2	19
Other Relief Staff		3	1	1				5
External Secondments		2	6		2			10
TOTAL	0	77	128	86	75	11	2	379

NB: Other Managers - Field inc. OSM, OM, DCPM & ETE Manager



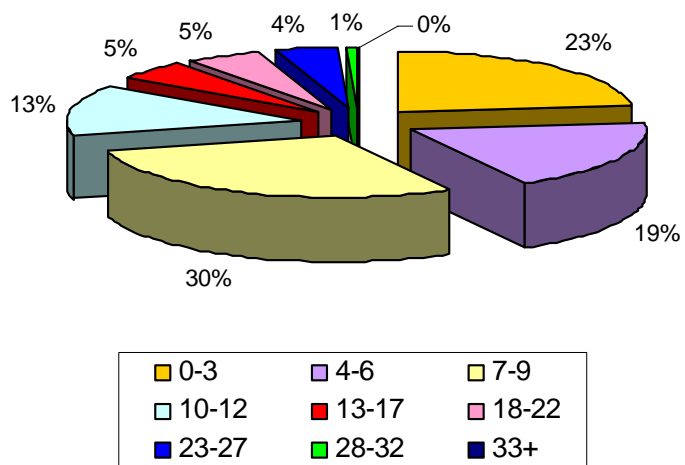
Appendix 2 d Staff in Post, by length of Service



JOB GROUP	LENGTH OF SERVICE (Yrs)									TOTAL
	0-3	4-6	7-9	10-12	13-17	18-22	23-27	28-32	33+	
Chief Executive		1								1
Director						2		1		3
Operations Manager					1	2				3
SPO	2	1	10	2	3	3	2	2		25
Other Managers - Field	1		3	3		1				8
Psychologist										0
PO	15	15	33	19	2	4	2			90
TPO										0
PSO	20	26	26	5	2	2	4			85
CPO/DCPO	5	2	3	2	3	1				16
Admin - Field	21	7	17	6	4	5	5			65
Business Services Staff	3	4	7	5			1			20
PHO		2	2	1	1					6
PHSW	4	3			1					8
CPS		1	7	6	1					15
CSSS	10	6	1	1	1					19
Other Relief Staff	5									5
External Secondments	2	3	3				2			10
TOTAL	88	71	112	50	19	20	16	3	0	379

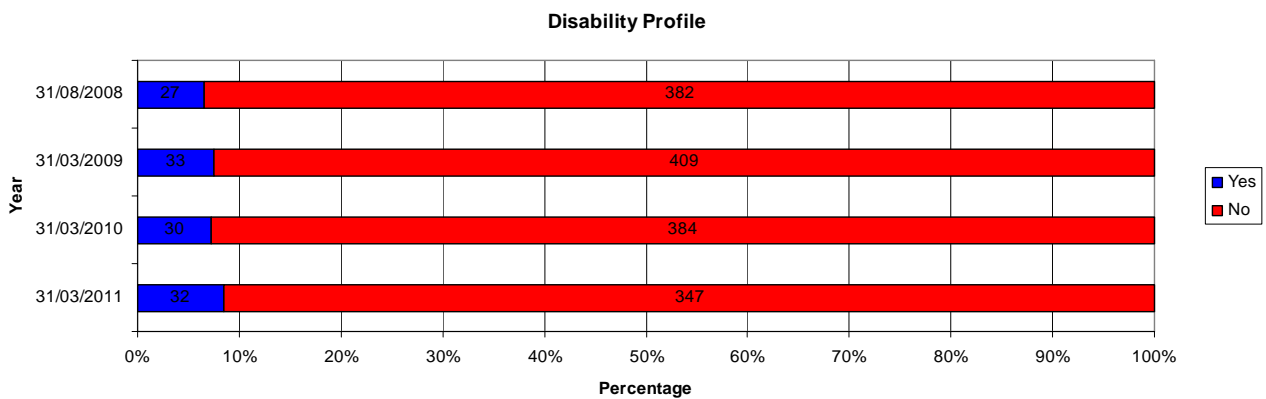
NB: Other Managers - Field inc. OSM, OM, DCPM & ETE Manager

**Length of Service Breakdown -
31 March 2011**

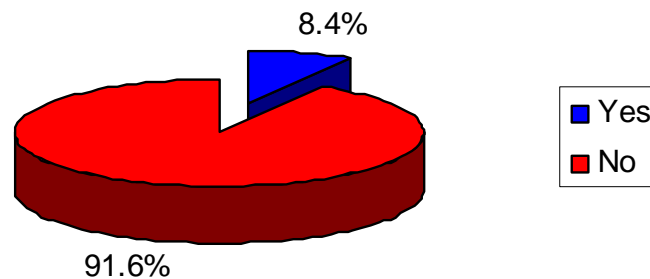


Appendix 2 e Staff in Post – Disability Profile

STAFF SELF DECLARED DISABILITY	YEAR			
	31/03/2011	31/03/2010	31/03/2009	31/03/2008
No of Staff	32	30	33	27
Percentage of all Staff	8.4%	7.2%	7.5%	6.6%

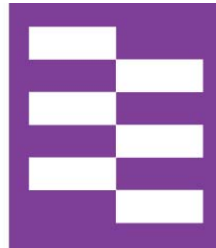


Disability Breakdown - 31 March 2011





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