

**Derbyshire Probation Board
Business Plan 2008/09**

VISION: To be the best possible provider of offender management services and interventions

1 COMMISSIONER

Key Strategy: We will influence and meet the Commissioners' and local stakeholders' needs and expectations.								
Actions 2008/09		What Success Looks Like	By When	Lead By Whom	Progress	RAG		
						Q1	Q2	Q3
1.1	Improve performance (Performance Panel).	Achieve Band 3 performance – see separate IPPF report.	March	Divisional Managers Interventions Manager				
1.2	Implement Intensive Alternative to Custody project (Performance Panel).	1. 144 pa in accord with agreed profile. (Profile Mths 1=4, 2=8, 3-5=12, 6-9=15, 10-12=12). 2. Retention 75% to 12 weeks, 50% to 6 months 3. 80% UPW start within 1 week. 4. 75% Programmes start within 2 weeks (i.e. start pre-programme work/psychometric test). 5. 90% get 3 hours mentor per week for first 3 months (from week 2).	July	Senior Probation Officer (IAC)				
1.3	Pilot Polygraph Testing (Reducing Re-offending Board).	Meet National Pilot requirements.	National Project deadline.	Assistant Chief Officer				
1.4	Deliver citizenship schools package (Reducing Re-offending Board).	Confirmation that schools are actually using the package.	Sept	Communications Officer				
1.5	Lobby for improved offender health services for offenders in City and	Joint Probation/PCT response to offender Health Needs Assessment Survey,	Dec	Assistant Chief Officer (Partnerships)				

	County (Reducing Re-offending Board).							
1.6	Increase partnership provision in delivery on UPW (Performance Panel).	Contracts in place.	Oct	Interventions Manager				
1.7	Increase profile in Local Area Agreements (Board).	Representation on key groups.	July	Chief Officer				
1.8	Increase community orders for offenders who otherwise would have got 12 months prison (Performance Panel).	More community orders for offenders on cusp of custody.	Dec	Assistance Chief Officer (Courts) Divisional Managers				

2. COURTS

Key Strategy: We will ensure that Courts are informed of the effectiveness, value for money and costs of sentencing.								
Actions 2008/09		What Success Looks Like	By When	Lead By Whom	Progress	RAG		
						Q1	Q2	Q3
2.1	Provide information to Area Judicial Forum and PLC's (Board).	Quarterly Sentencer Newsletter. Participation in JP training and at Sentencer meetings.	July	Assistant Chief Officer (Courts)				
2.2	Provide advice and information to Courts re. appropriate orders (Board).	Increased number of offenders on cusp of custody given community orders.	Mar	Assistant Chief Officer (Courts)	As above.			

3. POLICE AND PRISON SERVICE

Key Strategy: We will work in partnership with the Police and Prison Service to manage offenders in custody and the community.								
Actions 2008/09		What Success Looks Like	By When	Lead By Whom	Progress	RAG		
						Q1	Q2	Q3
3.1	Implement new National Guidance on MAPPA (Performance Panel).	Full implementation and audit.	Nov	Assistant Chief Officer (Partnerships)				
3.2	Invest further in MAPPA Co-ordination (Performance Panel).	Deputy MAPPA Manager appointed.	June	Assistant Chief Officer (Partnerships)				
3.3	Revise Offender Management (Performance Panel).	Good sentence plans and sentence planning arrangements with Offender Supervisors in custody.	Dec	Assistant Chief Officer (OM)				
3.4	Implement key Domestic Violence developments (Reducing Re-offending Board).	Participation in MAPPAs in County (as well as City) including establishment of a Domestic Violence Court in Chesterfield.	June	Assistant Chief Officer (Partnerships)				
3.5	Assist in developing Nottingham as a community prison (Reducing Re-offending Panel).	% of local prisoners.	Ongoing until 2011	Assistant Chief Officer (OM)				

4. OFFENDERS

Key Strategy: We will maximise partnerships and commissioning opportunities to meet offenders' needs.								
Actions 2008/09		What Success Looks Like	By When	Lead By Whom	Progress	RAG		
						Q1	Q2	Q3
4.1	Deliver ESF improved employment outcomes for offenders (if regional bid successful) (Reducing Re-offending Board).	Contract targets met.	June	Interventions Manager				
4.2	Maximise use of supported accommodation in Derby City for high risk offenders (Reducing Re-offending Board).	Full use of £190,000 ring fenced money for bed spaces.	January	Assistant Chief Officer (Partnerships)				
4.3	Establish Derbyshire Reducing Reoffending Board (Board).	Active participation from all key partners.	Oct	Chief Officer				

5. STAFF

Key Strategy: We will maintain a viable organisation with an appropriate mix of qualified and trained staff and capable managers.								
Actions 2008/09		What Success Looks Like	By When	Lead By Whom	Progress	RAG		
						Q1	Q2	Q3
5.1	Develop PSO qualifying training (HR/Finance Panel).	Good action plan in place (internal audit assessment).	Oct	Training & Div Mgr				
5.2	Review roles and numbers of PSO's and CAO's (HR/Finance Panel).	A workforce plan for next 2 years.	Sept	Divisional Managers Personnel Manager				

6. ORGANISATION

Key Strategy: We will ensure effective Best Value for money service at all levels in the <u>organisation</u> and develop quality management processes in line with the European Excellence Model.								
Actions 2008/09		What Success Looks Like	By When	Lead By Whom	Progress	RAG		
						Q1	Q2	Q3
6.1	Undertake Regional Best Value reviews (Audit Committee).	Improved costs, processes, performance.	Mar	Depends on area of review				
6.2	Review Approved Premises staffing in light of regionalisation proposals (HR/Finance Panel)	Reduced main Service subsidy for Hostel.	Dec	Assistant Chief Officer (Partnerships)				
6.3	Target offenders with the right interventions (Performance Panel).	A greater proportion of completions from appropriate commencements.	Oct	Assistant Chief Officer (Courts)				
6.3.1	Provision of advice to staff re. order requirements, reports and tiering.		May	Divisional Manager (OM)				
6.4	Stay within budget (HR/Finance Panel).							
6.4.1	208/09.	Balanced.	Mar 2009	Finance Mgr				
6.4.2	2009/10.	Achievable plan in place.	Mar 2010	Finance Mgr				
6.4.3	2010/11.	Achievable plan in place.	Mar 2011	Finance Mgr				
6.5	Develop the organisation.							
6.5.1	Embed risk management (Audit Committee).	Embedded. Bottom up. All interventions included. Good action plans on reds.	Oct	Assistant Chief Officer (Bus. Services)				
6.5.2	Improve Recognised for Excellence capability (Audit Committee).	Action Plan based on feedback is progressed.	Mar	Assistant Chief Officer (Bus. Services)				
6.5.3	Develop costing/resource models (HR/Finance Panel).	Developed. Resilient. Reliable. Used for 2009/10.	Nov	Assistant Chief Officer (Bus. Services)				
6.5.4	Develop a 3 year Trust Strategic Plan (Trust	Plan agreed and published.	Apr 2009	Assistant Chief Officer				

	Development Panel).			(Bus. Services)			
6.6	Target Interventions in meeting offender need according to (high) risk (Performance Panel).	Improved % of need met.	March	Assistant Chief Officer (Courts)			

NB: Many of these objectives fulfil a number of strategic approaches. The Board has a key role in owning and progressing all these actions.

RISKS 2008/09

1	Risk Description	What Success Looks Like	Due By	Risk Owner	Comments <small>(More detail required for BLACK and RED risks)</small>
1.1	Budget not balanced in year (see 6.4.1).	C/f max (2%, i.e. £267,000) at 31.03.09.	Mar	Finance Manager	Notification of £660,000 additional resources as an annual figure, arrived too late to spend on recurrent staffing in the current financial year and hence creates capacity with one of spending late in the year to more easily balance the budget.
1.2	Budget 2009/10/11 not planned (see 6.4.2/3).	Balanced budget plan in place.	Mar	Assitant Chief Officer (Bs. Services)	A 3 year budget was already prepared in 2007/08 and has been updated and will be further updated once the pay award for 2008/09 is known.
1.3	IAC not successful (see 1.2).	Caseload of 144 and performance measures met.	Mar	Assistant Chief Officer (Courts/Derby)	
1.4	ESF funded contract for offender employment not delivered (see 4.1).	Services delivered as per contract.	Mar	Interventions Manager	The Regional Probation Services did not win the ESF funded contract. Services to offenders will be available through another provider.
1.5	Implementation of new HR/Payroll system is problematic and causes payroll/year end close down difficulties.	No payroll errors, year end also produced on time, staffing establishment controlled and information available from May.	April	Finance Manager	
1.6	Reduction of general workload is not delivered.	Workload is appropriate to resources and targetting and matched by staff resource availability	Mar	Chief Officer	
1.7	Failure to reduce prison population by offenders on cusp of custody.	Greater number of appropriate offenders given Community Orders.	Mar	Special Projects Manager	
1.8	Management changes create instability and adversely affects performance.	Performance maintained/improved.	July	Chief Officer	Significant middle manager and senior management changes have gone smoothly. It will take several months to assess the impact on performance but the judgement is that it will not be significantly adverse.
1.9	PSO/PO qualifying training is delayed or inadequately	PO Cohort 11 recruitment. PSO training developed.	Oct	Training Manager	PO Cohort 11 being recruited to start September 2008. £10,000 allocatted to

	resourced.				additional PSO training.	
1.10	IPPF/SLA performance not sufficient overall.	Band 3 performance.	March	Chief Officer		
2	Key risks beyond 2008/09.					
2.1	Loss of funding due to review of resource allocation formula with effect from 2009/10.	Flat cash in 2009/10 plus recurrent uplift for offenders <12 months custody.	Apr 2009	Assistant Chief Officer (Bs. Services)		
2.2	Area deemed not sufficient size for independent Trust status.	Trust status with effect from April 2009.	Apr 2009	Chief Officer		
3	Residual business risks – i.e. considered to be under control and not imminently threatening achievement of the Trust’s objectives.					
3.1	Staffing levels and qualification/training not sufficient.	Appropriately qualified staffing numbers maintained at affordable levels.	Ongoing	Assistant Chief Officer (Bus Services) & Assistant Chief Officer (OM/County)	Ongoing management issue.	
3.2	Serious Further Offences by offenders, generates major PR disaster.	No major PR disaster.	Ongoing	Divisional Manager (SM) & Interventions Manager	Ongoing management issue.	
3.3	Organisational non-compliance with regulations (e.g. FOI, DDA, H&S, Financial).	No major PR disaster.	Ongoing	Assistant Chief Officer (Bus Services)	Ongoing management issue.	
3.4	Prevent IT failure	Business as usual.	Ongoing	Assistant Chief Officer (Offender Management City)	Dependence on external IT contractor appointed by NOMS, reduces confidence of internal management.	
3.5	Building inaccessibility due to fire/flood.	Business as usual.	Ongoing	Assistant Chief Officer	Ongoing risk.	

				(Bus Services)		
3.6	Staff unavailability, e.g. due to avian flu outbreak.	Business as usual.	Ongoing	Assistant Chief Officer (Bus Services)	Avian flu has not posed a significant threat in Europe nevermind the UK.	
3.7	The balance between performance, workload and staffing resources becomes unacceptable.	Reduction of workload.	Ongoing	Chief Officer	Ongoing issue.	

Abbreviations:

IAC	Intensive Alternative to Custody
MAPPA	Multi Agency Public Protection Arrangements
PSO	Probation Service Officer
CAO	Case Admin Officer
PO	Probation Officer
FOI	Freedom of Information
DDA	Disability Discrimination Act
ESF	European Social Fund
PCT	Primary Care Trust