



Avon & Somerset Probation Trust

4 YEAR BUSINESS PLAN 2009-2013



**PROTECTING THE PUBLIC AND REDUCING CRIME:
WORKING WITH PARTNERS TO SERVE VICTIMS AND COMMUNITIES**

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DOCUMENT PURPOSE AND ACCESSIBILITY

This four year high level business plan sets out the deliverable intentions of the Avon and Somerset Probation Area Board for this transition year and the first three years as a Trust. Working in partnership with others Avon and Somerset Probation Trust (ASPT) will provide competitive and effective services to victims, courts and offenders. Our services will reduce re-offending and improve public protection. The Board and staff are agreed that we want ASPT to be the provider of choice in a more competitive environment. Being competitive means delivering quality at a good price – it is not just about being the cheapest.

Our staff tell us that being a ‘green star’ performance organisation is the platform for further quality improvements. They want to develop their professionalism. Our plan embraces change for the future whilst making sure our business continues to improve. This plan, with the more detailed delivery tables, gives direction to our staff and it explains our priorities to our partners.

We will examine the implications of the plan with our staff, face to face, over the coming months, as we consult with them on the implementation of our progress to trust status. The more detailed delivery tables are attached identifying activities, timescales, risks and outcomes for the next four years linked to ASPT and National Offender Management Service (NOMS) priorities. A full risk register is available, with the top 10 risks published in this document.

The plan will be reviewed annually¹ taking account of NOMS directives and the imperatives of our partners and communities.

¹ See Appendix 3

It will be supported by published Annual Business Plans which set out in detail specific objectives, targets, costs, risks and delivery milestones against which the Board will actively hold staff to account.

The Board welcomes feedback and comments about this plan or any aspect of our work. Information will be made available, on request, in large print, language translation and audio format. To give feedback, request assistance with accessibility or obtain information in other formats please contact:

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Equality Impact Assessment

ASPT will continue to dynamically assess the impact of these plans, as they are implemented, through its control processes. The initial assessment shows that a full assessment is not required at this stage. These plans are an exemplification of those of the Ministry of Justice / NOMS.

Avon and Somerset Probation Trust

A Credible Organisation that can be Trusted to Deliver

The forthcoming period will be one of the most demanding for criminal justice in general and for probation areas in particular. The social impact of recession coupled with significantly reducing direct budgets from the National Offender Management Service (NOMS) will require increasingly careful direction, clear management and excellent practitioner skills. The political landscape may change in 2010 with new directions and priorities at a time when probation areas will be in the midst of major transition from Boards to Trusts. The Board and executive both understand this environment and are equipped to adapt as necessary.²

This business plan gives direction to all our staff, and informs our partners. It draws consultation within our organisation, detailed Board direction, findings of the KPMG Report to NOMS (2008), the NOMS Strategic and Business Plans, consultation with the office of the regional Director of Offender Management (DOM), with stakeholders and other Ministry of Justice / NOMS criminal justice strategies. Engagement with local partner stakeholders in the context of Public Service and Local Area Agreements has been an important influence upon the plan.

Our business plan is set out in three elements. We start with WHAT ASPT will do, namely operational performance (service delivery). This is followed by the use of resources and HOW ASPT will deliver through developing our organisation and our capability to create improved local accountability, deliver better services and save money. We also include our risk register and other appendices with background data and analysis.

² See PEST Analysis Appendix 5

But, plans are just that – plans, potentially good intentions. What makes ours credible? Below we give examples for each of the three elements that evidence why others have confidence in ASPT's Board and staff. We say clearly what we will do and we do what we say.

Firstly, our **operational performance** has moved progressively from the lowest quartile on the Integrated Probation Performance Framework (IPPF) before and throughout 2007 / 2008 to 'green star: exceptional performance' at the end of 2008 / 2009. A priority requirement for the Chief Officer, appointed January 2008, was to immediately improve performance. The senior management team with the Performance Board³ identified specific areas for improvement with emphasis on the public protection domain of the IPPF. Our progress has been based on planned and staged improvements making each development 'stick' through much clearer accountability demands, improved performance information, better integrated finance and HR information and relentless exception reporting. ASPT became the most improved probation area nationally. Structures and culture are in place to ensure ASPT will remain a 'top performer'. We will continue to make our performance processes leaner and improve quality aspects of our work. We are now well placed to predict future performance more accurately and better incorporate diversity dimensions.⁴

Public protection processes are systematically reviewed by the Board through its Serious Further Offence sub group. The group reviews evidence of our learning from these cases. Our innovative approach to Integrated Offender Management in

³ A sub-committee of the Board, chaired by the Board Chair, that examines operational performance in the light of management improvement plans and quarterly IPPF information, and holds managers to account for delivery.

⁴ See Data Tables Appendix 4

Bristol, working closely with the police and others, has achieved exceptional partnership arrangements and direct interest from senior strategists in the Home Office and Department of Health. We are working closely with the DOM office to deliver responsive and integrated services for women offenders in a pilot project currently being established. We ensure that we meet the requirements of our Service Level Agreement with the Director of Offender Management (DOM).

Secondly, addressing **use of resources**, our financial management is sound; an opinion fully supported by our auditors. Where we have planned to make savings these have been achieved. Our resource use is rated as 'green star: exceptional performance' on IPPF.

The ASPT Offender Management Resource Allocation Model helps us align supply and demand, realise savings from Improved Processes and ensure that the right services are targeted at the right communities.

During 2008 the Board required significant savings in the operation of our Approved Premises. Addressing union issues and making use of arbitration, a new staffing structure has been successfully introduced. The 8% recurrent savings accrued bring our costs to the national average. ASPT has reduced its property portfolio over recent years reducing available area per full time equivalent staff member to below the national average.

Our employment, training and education work is an outstanding example of resource generation and partnership engagement that successfully enables offenders to live lawfully and make positive contribution to the community. A highly developed business orientation combines with excellent staff skills in motivating and matching offenders with opportunity. We are the best performer nationally in our referrals to Learning and Skills Council provision. We have targeted increased numbers of Community Payback placements to be supervised by

beneficiaries as a means of meeting local needs and improving efficiencies.

Thirdly we turn to **organisational capability and development**. At its heart we enable our staff to deliver and ensure that they are properly supported in doing so. Equally important is the ability to commission successfully with others to deliver relevant services, based on evidence, draw in new resources and respond to Best Value reviews.

Auditors assessed staff performance management to be 'adequately controlled', an encouraging judgement in the light of newly implemented and revised accountability arrangements across ASPT during 2008.

Every Board meeting hears from nominated staff who present and are applauded for success or innovation in their area of work. We believe in highlighting achievement.

Our success in restructuring staffing in our Approved Premises has been reinforced by a subsequent NOMS audit rating of 'green star', an improvement from the lowest quartile rating previously assigned. The Board supports plans by the DOM to regionalise the management of the Approved Premises in the light of a compelling business assessment. Through our work with Approved Premises we have and will continue to demonstrate our ability to modernise our workforce and improve productivity.

Our organisational capability is now assessed as 'green star' on the IPPF, a change from the previous lowest quartile.

ASPT can therefore point to demonstrable effectiveness and improvement which evidences to external and internal audiences that we do what we say.

Our plans are based on a clear vision, mission and values framework the content of which was driven by our middle

management team. They are consistent with those of NOMS. We intend to be a provider of choice (not preferred or protected) based on our performance, financial and business competence and competitive approach. We will take a firm programme management approach to the implementation of this business plan, with very clear lines of accountability.

Furthermore the Board and executive will work with the DOM team to release further savings that may be possible across the region.

Vision

ASPT 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.

Mission Statement

The purpose of Avon and 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.

Value Statement

ASPT will achieve its Vision and Mission by adhering to the following values:

Trustworthy *to act with integrity and honesty and to be held accountable for our actions*

Creative *to encourage innovation and best practice*

Positive *to support each other through challenges*

Flexible *to manage and adapt to change constructively*
Inclusive *to treat all individuals with dignity and respect*
Inspiring *to motivate ourselves and others to achieve full potential*

Finally, we are a solution focused organisation. The Chief Officer, our staff and the Board work in productive partnership, confident that we can deliver our plans to the benefit of our communities in Avon and Somerset.

Joe Kuipers
Probation Board Chair



Sally Lewis
Chief Officer



1. Operational Performance.

Delivering improving, high quality, effective services that reduce re-offending and protect the public.

Our priorities

1.1 Our operational performance priorities derive both from national directives and local factors. We have three overarching operational performance priorities. They are summarised in the table included below in this section and addressed in much greater detail in the delivery tables⁵ attached with associated outcomes / success criteria and risks.

ASPT Operational priorities. We will:

1. Align better the supply of and demand for correctional services.
2. Improve offender management.
3. Improve interventions outcomes.

1.2 Implementation of our Local Delivery Unit (LDU) structures is central to the development of ASPT and is identified as a priority in section 3 (organisational development). However, it must be referenced here as underpinning performance and efficiency improvements and because it marks a major shift away from the functional management approach currently employed by ASPA.

1.3 Our operational performance framework will be underpinned by a whole system approach involving local communities in cutting crime. Strategic partnerships with

defined, shared purposes will be further developed with public, private and third sector organisations. Therefore, to meet the twin aims of protecting the public and reducing re-offending ASPT will:

- Ensure that prison and probation services are co-ordinated “through the gate”;
- Work in partnership at local level through the Local Criminal Justice Board and with others in the criminal justice system and in the community to achieve truly joined-up offender management; and
- Work with local government, the NHS, Learning & Skills Councils, Job Centres and others to secure the finance and debt, family, housing, health, employment, and training pathways to deliver offender rehabilitation more effectively.

1.4 The accuracy, timeliness and use of information are fundamental to securing improvement. ASPT will continue to develop our information systems to incorporate relevant data that reflects our commitment to equalities and diversity. Our information will be available at area, LDU, Local Authority, team and individual staff levels.

1.5 We will build on our demonstrable performance improvement. The scoring of some IPPF targets is dependant upon the performance of other probation areas. Our intention is to meet absolute standards of performance when dealing with the higher risk cases where anything less than 100% performance is undesirable. We are embedding a culture of continuous improvement.⁶

⁵ See Appendix 1 Delivery Tables

⁶ See also Section 4 of our Organisational Development Plan, Embedding Continuous Improvement.

- 1.6 We will engage more effectively with our communities through our newly created Local Delivery Units. We will be responsive to the ideas and concerns of our communities and promote better understanding of our services to increase confidence in our work and in the criminal justice system.
- 1.7 The departure from functionally structured Offender Management to three Local Delivery Units will strengthen community engagement, support front-line decision making and deliver many elements of the operational performance priorities.
- 1.8 The following table sets out broadly what ASPT will do to address the operational priorities.

- ***More effective work with the Courts will be supported by a revised Sentencer Engagement Plan. We will better align the supply of and demand for correctional services through the provision of better information to sentencers. Our recent successful conferences and significantly improved services to the Courts provide a sound platform for these discussions. We will expect to work closely with the DOM team to meet this objective.***
- ***To compensate for doing more with higher risk offenders we will rationalise our work as permitted by the national Specification, Benchmarking and Costing Programme and we will find ways of working with lower risk offenders more competitively.***
- ***We will work to re-balance community penalty rates for women offenders against custodial sentence rates. Where appropriate we will contribute to diversion of defendants and offenders with mental health problems from court or custody.***
- ***We will do more to meet the needs of victims as set out under the Code of Practice so that we play our full part in***

giving voice to their views and protecting the most vulnerable. To secure this Victim Liaison Officers will be fully integrated into Offender Management teams.

- ***We will improve Offender Management services for higher risk offenders and those assessed to be prolific and priority offenders.***
- ***We will fully support Multi Agency Public Protection Arrangements and find further means of assessing the quality of our input.***
- ***We will produce high quality and timely reports to the Courts and Parole Board with positive satisfaction rates and high concordance between our professional advice and sentencers / parole board decisions.***
- ***The quality of risk assessments, sentence planning and review will be subject to continuous improvement.***
- ***We will further improve offender compliance with community order and licence requirements.***
- ***We will become more outcome than output focused. In particular when addressing offending related factors, such as employment, accommodation, substance misuse etc.***
- ***We will improve intervention outcomes.***
- ***We will improve our targeting of interventions.***
- ***We will deliver improved equity of access to and outcomes from our work with offenders and for victims. We will evidence that our services meet the diverse circumstances of the individuals and communities with and for whom we work.***

- 1.9 These directional statements will be supported, where possible, by real time performance information. We plan to be an early adopter of the Strategic DELIUS information system to replace our unique current system.

Our operational context

- 1.10 Avon and Somerset is made up of 5 local authorities including Bristol, South Gloucestershire, North Somerset, Somerset, Bath and North East Somerset. It has a total population of 1,446,854, the 10th largest of probation areas, and covers 4,853 square miles. Employment rates and housing costs are both relatively high in Avon and Somerset with housing costs in the South West second only to London and the South East.
- 1.11 The suburbs of Bristol spill into each of the other local authorities with the exception of Somerset. This geography dominates transport links and service provision and has been a critical factor in considering ASPT's proposed three Local Delivery Unit structure. Bristol has the sixth highest crime rate per head of population amongst the local authorities in England and Wales. The demographics and crime levels generate differing local concerns which will be addressed in partnership with each Local Authority and others.
- 1.12 ASPT manages 240 offenders on PPO schemes and 1,067 Tier 4 Offenders (19%), a higher proportion than many probation areas. There are 4 Approved Premises in the area managing, therefore, a relatively high proportion of regional MAPPA level 2 and 3 cases. The Approved Premises benefit from fully engaged community advice groups.
- 1.13 ASPT has a rolling case load of approx 3,600 (64%) on community orders. In the period April 08 – March 09, ASPT managed a total of 5,632 offenders, an increase in case load of 5 % from 07/08. The more recent increase in caseload partly reflects our successful contribution to the national Improving Confidence in Community Sentencing (ICCS) activity.
- 1.14 ASPT prepared 5,077 reports for Magistrates and Crown Courts in 2008 / 2009. In total 31% were Fast Delivery or oral reports compared with 9% in the previous year and the monthly figure for March 2009 was up to 54%. Offenders undertook 138,000 hours of Community Payback. This work was actively publicised throughout the area and particularly in Bristol within the national highly successful contribution to the national Justice Seen Justice Done Programme.
- 1.15 In the year 2008 until December 396 victims of violent or sexual crime were supported by ASPT staff.
- 1.16 ASPT employs approximately 600 staff in over 30 locations across the Avon and Somerset area including in Approved Premises and HM Prisons Leyhill, Bristol, Shepton Mallet and Eastwood Park establishment for women, and 5 Local Authority based Youth Offending Teams.

"There has been a highly productive collaborative approach between our agencies aimed at reducing offending and protecting communities. The Avon and Somerset Prolific Offender scheme, driven jointly by the Probation Service and Police, is a nationally recognised model that has been highly effective in targeting, mainstreaming and rehabilitating prolific offenders, reducing crime and improving public confidence. Effective joint working practices in bringing serious and dangerous offenders to justice through Licence Recalls are well established. The creation of the Integrated Offender Management Unit in Bristol has significantly increased our capacity and capability to manage over 400 prolific offenders. By autumn 2009 we will together manage 500, increasing to 1000 offenders during 2010. This has been awarded National Pathfinders status by the Ministry of Justice. Again, our partners in the Probation Service have been key deliverers and innovators."

**John Long – Assistant Chief Constable
Avon & Somerset Constabulary**

2. Use of Resources.

Making savings and ensuring our money is well spent. Attracting external resources. Commissioning and contracting more effectively.

Our priorities

- 2.1 The success of our organisation relies upon high performance and the best use of resources. We will maximise the value of payments from NOMS within a new contracting relationship. We expect our contracting relationship with NOMS via the DOM to be robust and realistic. Our service delivery will be more efficient. We will commission effectively, modernise our workforce and streamline management. We will increasingly draw in resources from other sources.
- 2.2 The alignment of supply and demand will have a significant bearing on our resource management success. Appropriate levels of financial and cost understanding will be incorporated throughout the organisation.
- 2.3 In addition, we will work with the DOM team to realise regional savings from mergers or shared services which could lead to reduced management, property, and board costs and / or improved services.
- 2.4 Our priorities derive from national and local imperatives. We have three overarching resource management priorities. They are summarised in the table included below in this section and addressed in much greater detail in the delivery tables⁷ attached with associated outcomes / success criteria.

ASPT Resource Management priorities. We will:

4. Ensure financial accountability and clear delegated responsibilities to the LDU leaders.
5. Generate average annual savings of at least 7% without detriment to service delivery.
6. Increase inward investment, both in cash and services.

- 2.5 These priorities depend on increased integration across our senior management portfolios and on the critical input by our business development unit working especially well in tandem with our finance unit. We see the expansion of our business capability as central to enabling our resource priorities and capacity building to be met.
- 2.6 Founded on a history of excellent financial management the executive will present to the Board savings plans which integrate operational, finance, business development and HR imperatives.
- 2.7 The following table sets out broadly what ASPT will do to address the resource priorities.

- ***We will expand and enhance our business capability, critical also to our organisational development.***
- ***We will have a clear scheme of financial delegation and accountability arrangements in place for Local Delivery Unit Leaders before implementation of our new structures.***
- ***We will make savings through such efficiencies such as increased community payback supervision by beneficiaries and fast delivery reports to the courts.***
- ***We will make savings from reduced management and staffing costs as we transform to our LDU structures and***

⁷ See Appendix 1

we will establish the manager / staff spans of control expected by NOMS⁸ as highlighted in the KPMG report⁹.

- We will further develop our Offender Management Resource Allocation Model to ensure fair and equitable resources and caseloads in the Local Delivery Units. We will extend the model to incorporate our interventions and support services resource allocation approach. We will further develop our activity costing systematically examining our business processes and making use of any benchmarking information available (e.g. from the Specification, Benchmarking and Costing Programme).*
- We will undertake Best Value exercises starting with our work with victims. Where possible we will participate in benchmarking exercises across probation area boundaries, ideally in cooperation with the DOM office building on the example of the current Approved Premises regional project. Best Value exercises will underpin Board decisions on how Probation outcomes will be achieved.*
- As a consequence of BV exercises the Trust will be assured of providing high quality cost competitive outcomes whether services are commissioned in house or from the market. We will either work smarter or expect to see more services commissioned from other providers.*
- The Board will be provided by October 2009 with specific plans detailing how commissioning, contracting and procurement will improve. This will inform the examination of opportunities for service delivery by partner organisations.*
- We will pilot Service Level Agreements between the Trust and Local Delivery Units, support services and interventions, where LDUs play a key role in the specification of interventions services to be commissioned*

by the Trust.

- Savings will also be made by the application of Process Management. A Process Improvement Project will ensure that at least 30 critical or high volume organisational processes are fully mapped, costed and improved over the 4 year period. A programme of workshops, co-ordinated by a project manager, will draw on ASPT and partnership expertise to improve processes and reduce costs.*
- As a “Knowledge Pioneer” in partnership with NOMS we will launch a new e-mail and document management policy to reduce e-mail traffic and release practitioner and management time, thus increasing productivity.*
- The Board will implement further property reductions, as part of our overall Property Strategy.*
- We will make savings from the proposed change to our IT system and from the NOMS IT transformation project (OMNI-T). This will enable shared development approaches that our unique system precludes. The national system will present opportunities for regional joint venture in delivering this support system.*
- In the light of advice and comparative information the Board will establish inward investment targets for 2010 and onward, to be achieved at Local Delivery Unit and Trust level.*

⁸ This cross references to the priority to implement our LDU structures and associated workforce modernisation objectives, as developed in section 3.

⁹ A report prepared for the Ministry of Justice by KPMG recommending a nationally lead, high ambition improvement programme to put in place a more local level of delivery.

Our resource context

- 2.8 In common with all probation areas we understand that we face significant resource challenges over the coming years certain to lead to staffing reductions across all parts of the organisation and other savings requirements. We anticipate a negative resource implication of some 27% (that is cash reductions + pay awards + cost increase) over the next four years.
- 2.9 We have a proven track record in receiving unqualified accounts, since the creation of the merged probation area (ASPA). The External Auditors have also confirmed, in their Annual Governance Report, that the Board has put in place adequate corporate arrangements for securing economy, efficiency and effectiveness in the use of its resources. This, in the context of ASPT being a relatively under-resourced as defined by the NOMS budget.
- 2.10 Anticipating the demands ahead ASPT has commenced work on aligning financial resources to key strategic priorities, supporting our performance improvement at a time resources have reduced for the organisation.
- 2.11 ASPT has also commenced work on reducing its unit costs. The 2008/09 national Probation Unit Costs show ASPT achieving lower than national unit costs on Offender Management Cases, Community Payback and Victims. In areas where ASPT showed higher than national average unit costs concerted work has reduced expenditure and/ or improved productivity, for example SBC outcomes, our Improving Value process improvement project and the Approved Premises restructure. Savings have been made in interventions and extensive areas of offender management.
- 2.12 We have a robust system in place for monitoring progress against all audit recommendations. The recommendations, together with the agreed management actions, are incorporated into the area's audit log and are monitored by the Director of Finance and Chief Officer. Progress is reported to every Audit Committee and onward to the Board. The process ensures a comprehensive control framework to oversee corporate governance¹⁰.
- 2.13 The Board is united in its declared and positive approach to future merger or joint ventures with others in the region. We recognise the potential further savings in senior management, premises and SBC implementation that could accrue in the longer term. To this end we will work closely and cooperatively with the DOM team and positively investigate merger and regional working where operational improvements and savings are identified. On achieving trust status our approach will not change. Our resource plans would be incomplete without these observations.
- 2.14 Our headline financial expectations are set out in the table below.

"The Community Payback teams are integral to our providing sorted charitable goods into the developing world. Their efforts lead to the creation of employment in Africa and the financing of an AIDS orphanage in Zambia."

**Alan Cable – Director
Aspire Community Enterprise Ltd**

¹⁰ See Organisational Development Plan, Appendix 1.

2009-2013 Financial Plan

	<u>2009/10</u> <u>£'000</u>	<u>2010/11</u> <u>£'000</u>	<u>2011/12</u> <u>£'000</u>	<u>2012/13</u> <u>£'000</u>
<u>Income:</u>	-	-	-	-
MoJ Income	20,488	18,528	17,574	17,574
External Income	2,470	2,569	2,672	2,778
Other Income	28	28	28	28
Total Income:	22,986	21,125	20,274	20,380
<u>Expenditure</u>				
Internal	21,468	20,156	19,202	18,252
External	2,470	2,569	2,672	2,778
Total Expenditure	23,938	22,725	21,874	21,030
<u>Savings Target:</u>				
Total Savings	952	1,600	1,600	650
<u>Total</u>	0	0	0	0

3. Organisational Capability and Development.

Building and shaping local accountability and engagement. Developing and modernising our workforce to deliver better services and save money.

Our priorities

- 3.1 Everything already referred to in previous sections is predicated on and has implications for how we build our capacity and develop the organisation. Our organisation will be founded upon accurate and timely performance and financial information. We will be information and evidence led¹¹. We will increasingly utilise predictive data that analyses offender need and reflects the priorities we share with partners. Our savings plans will ensure that we maintain and enhance our front line operational services. ASPT will become an increasingly capable organisation delivering high quality, effective services and able to meet the financial challenges ahead.
- 3.2 We are fully committed to equalities and diversity. The Board will evidence this commitment in both our service delivery objectives and those relating to our staff. We will dynamically assess the impact of our approaches as they are implemented. We will implement the required single equalities scheme.
- 3.3 Our priorities derive from national and local imperatives. We have four overarching capability and development priorities. They are summarised in the table included below in this section and addressed in much greater detail in the

delivery tables¹² attached with associated outcomes / success criteria in our separate Organisational Development Plan.

ASPT Capability and Development priorities. We will:

7. Implement our LDU structure and associated governance and workforce modernisation objectives.
 8. Improve support for offender management services.
 9. Invest more effectively in our staff through a refreshed staff development and training plan, to include improved succession planning.
 10. Engage more effectively with communities, stakeholders and staff. Listen to and use feedback. Improve our communications.
- 3.4 Our enhanced business capacity, as referenced in section 2 and our Organisational Development Plan, will provide crucial direction to our capability and development objectives. The Board's Performance Board (PB) and specific meetings with the executive have overseen the planning associated with our progress towards trust status. The PB will continue to ensure that the performance focus is maintained during this transition period.
- 3.5 The Board has commenced discussions about revised governance arrangements for the future, and in particular will deploy specific Board members to take special interests in the 3 Local Delivery Units. Recent Board appointments were geared to select members with the requisite skills for

¹¹ See examples in Appendix 4

¹² See Appendix 1

our transition to trust status. The Board Chair has been asked to advise on the draft NOMS Probation Trusts Governance Handbook and has consulted with Trust Chairs on the effectiveness of current arrangements.

3.6 The following table sets out broadly what ASPT will do to address the capability and development priorities

- *Our Local Delivery Unit structure will devolve greater decision making to the LDU leaders, their managers and staff. There will be clear arrangements for ensuring proper accountability to the Board.*
- *We will further sharpen our appraisal approaches to link personal performance more clearly to development objectives and specific SLA / contract and IPPF targets. Internal Service Level Agreements (SLAs) will be explored.*
- *The Board will receive reports from a new Change Control Board, working with the executive to ensure that all changes are synchronised, kept on track and implemented.*
- *The Change Control Board with other regulating mechanisms in ASPT (e.g. the effective Audit Committee) will satisfy external scrutiny in the transition from Board to Trust, without stifling development. Governance arrangements include specific attention to data security and we will undertake further work on guidance and risk identification in relation to information held on our assets register and our Business Continuity Planning.*
- *We will use established programme management approaches with regular exception reporting. ASPT has invested in Nimbus Control 2007, has trained authors and worked with the Senior Management Team to secure a commitment to Process Ownership. Control's ability to 'activity cost' operational processes will be crucial to drive through the required savings, work robustly with unit costs and foster innovation.*
- *An organisational Quality Standard will be identified and achieved to enable ASPT to be a competitive provider in the marketplace. We will maintain Matrix accreditation and*

be the first Probation Area to be awarded ISO 18001 Health and Safety in 09/10.

- *Our workforce modernisation will be spearheaded by getting our management numbers, structures and arrangements in place during this year. We are determined to ensure that every possible non-staff related saving has been achieved. It is nevertheless likely that there will be staff reductions across ASPT for most grades.*
- *Workforce modernisation will address balancing realistic efficiency savings requirements to achieve a competitive position with clear governance decisions as to when organisational and service delivery might be compromised. Such discussions will involve staff and unions and take place as part of the expected contract review processes with the DOM.*
- *Modernisation will include increased expectations that our staff will be flexible in their approach to Offender Management functions.*
- *We will increase the professional development opportunities for our Probation Service Officers.*
- *We will maximise the expertise of our administrative staff. Our case administrator and business officer staff working within Offender Management teams will be directly managed by OM Team Leaders to ensure streamlined management structures with least layers and maximum integration. Support for OM services will be further strengthened by planned volunteering opportunities at Local Delivery Unit level.*
- *The Board will approve a training plan which will ensure that all staff are enabled to improve their performance, business awareness and are able to undertake the widest range of tasks possible within their grades.*
- *Development and implementation of 'My HR', a staff data self-service management system, will continue.*
- *Our revised engagement plans will include sentencers, police, colleagues from local authorities and partners delivering reducing reoffending outcomes. This will be*

supported by a revised Communications Strategy. Importantly we have engagement arrangements where staff are included in our planning and progress towards trust status.

- *Community engagement will be undertaken at LDU level with strategic lead from the Trust as appropriate. Future engagement will build on the consultation event undertaken in April 2009 to seek feedback on our LDU plans. We will ensure LDU leaders seek and action feedback within clearly defined processes mapped on Control 2007.*
- *We will design a sustainable framework that captures planning by partner organisations at LDU and Trust level to offer ASPT best access to the thinking of others.*
- *Knowledge management approaches will be deployed to ensure organisational memory is retained and innovation promoted. We are a Knowledge Pioneer for NOMS.*

Organisational context

- 3.7 ASPT has achieved a modernised approach to leadership, accountability and management practices. The progress made has delivered tangible results which form a strong foundation for our future ambitious and achievable development plans.
- 3.8 For ASPT the creation of the three Local Delivery Units is a greater step than for many other probation areas where a geographic orientation was already in place. However, the degree of change required has had the advantage of needing radically fresh thinking. This allows us to understand and convey that we are in the business of **organisational transformation, rather than new terms for old approaches**. ASPT is equipped to manage the changes required.

- 3.9 ASPT has a separate organisational development plan that addresses our priorities and gives more detail on the issues above.

“The ss Great Britain Trust is delighted to continue working in partnership with the Avon and Somerset Probation Service. The Community Payback scheme plays an important role in the ongoing maintenance and conservation of the ss Great Britain. As an independent museum and registered charity, which receives no local or central government funding, the Trust has to generate income through visitors, venue hire, weddings and civil partnerships. It would be difficult to meet the full costs associated with caring for this historic ship, and to meet high standards for our visitors, without the support of Community Payback.”

**Matthew Tanner MBE – Director
Ss Great Britain Trust**

APPENDIX 1: DELIVERY TABLES FOR BUSINESS PLAN PRIORITIES

PRIORITY: 1 Align Supply and Demand for Correctional Services YR 1			2009/10		
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
1.1 Building on 08/09 Sentencer Conference and improved performance, develop Sentencer Engagement Strategy in partnership with DOM team	DOM team have capacity to work with Sentencers on Regional level. Performance sustained on IPPF court based measures.	ACO (OM) & APM (Courts)	Sentencer feedback data shows <ul style="list-style-type: none"> improved Sentencer engagement at Area and local level Increased Sentencer confidence in effective and cost efficient community sentences. Caseload trends stabilise DOM team engagement 	Capacity limits ability to implement strategy. ASPA unable to engage Sentencers with ASPA strategic priorities. Supply and demand are not balanced. Potential unmanaged demand.	31.12.09
1.2 Develop suite of supply side data by Court & LAA to facilitate constructive engagement with HMCS & Sentencers at Area and local level.	Information department able to supply suitably segmented data	Information and Quality Officer (I and Q)	<ul style="list-style-type: none"> Regular and reliable data provided for Sentencers (quarterly) and PSR writers (monthly) Completion rates and outcomes for requirements and orders improve measured by production of reliable report data. 	Information insufficiently segmented or accurate to allow effective engagement	31.12.09
1.3 Promote national guidance for PSR writers. Supplement with local guidance on use of <ul style="list-style-type: none"> CP hours curfew periods restrictive requirements 	Management capacity to develop local guidance. Ability to engage staff.	ACO (OM) & APM (Courts)	Sentencing and concordance data demonstrates <ul style="list-style-type: none"> improved targeting of PSR disposals wider variety of requirements used more effective sentencing 	Inability to engage staff. Guidance not produced or insufficient. Resulting proposals insufficiently robust or appropriate to offending	1.7.09
1.4 Develop PSR writer confidence and skills to engage robustly with Sentencers to enable <ul style="list-style-type: none"> managed levels of CP hours wider range of effective sentencing options 	Ability to deliver Court-based PSO FDR writers with support and robust training. Ability to engage staff in change process	Training Officer & OM Middle Managers (MMs)	<ul style="list-style-type: none"> Delivery of training and development activity supported by concordance and sentencing data. Staff feedback re confidence and skills levels Training requirements identified in annual appraisal (PPD) 	Training insufficient or unsuitable. Managers unable to engage staff. PSO skills and confidence do not improve Proposals insufficiently robust or appropriate	30.9.09 PPD by 31.3.10

PRIORITY: 1 Align Supply and Demand for Correctional Services YR 2				2010/11	
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
1.5 Review Sentencer Engagement Strategy and supply data to include <ul style="list-style-type: none"> work with HMCS & Judges to increase FDRs at Crown Court feedback on sufficiency of data provided diversion of appropriate offenders 	Ability to engage Crown Court Judges in ASPT strategy Performance sustained and improved on IPPF court based measures	LDU Leader with strategic lead for Courts	Sentencer feedback data shows. <ul style="list-style-type: none"> improved Sentencer engagement at Area and local level increased Sentencer confidence in effective and cost efficient community sentences regular and reliable data provided for Sentencers FDR crown rates increase Caseload stabilised Women and mental health diversion 	Capacity limits ability to review and implement strategy. Offenders not appropriately diverted. Supply and Demand are not balanced. Potential unmanaged demand.	Review 15.04.10 Crown Court FDR and diversion rates improve from 1.10.10
1.6 Review national and local guidance for PSR writers using data from 09/10 re: <ul style="list-style-type: none"> CP hours curfew periods restrictive requirements 	Management Capacity to review guidance. Ability to Engage staff	LDU Leader with strategic lead for Courts	Sentencing and concordance data demonstrates <ul style="list-style-type: none"> improved targeting of PSR disposals wider variety of requirements used more effective sentencing staff feedback that data is sufficient	Guidance not reviewed or insufficiently communicated / segmented/ accurate to allow effective engagement	Review April 10 Revised Guidance issued April 10
1.7 Develop Resource Allocation Model (RAM) capability for scenario planning based on known resources	Sufficient understanding of RAM, knowledge of resources	LDU Leader with strategic lead for Courts & ACO BDU	Increasingly accurate resource and demand planning. Demand management and limitation strategies developed. Action plans produced to further balance supply and demand, reviewed by exception.	RAM insufficient to model court based scenarios. Inability to balance supply and demand	30.6.10
1.8 Review staff skills and training as part of continuous improvement. Design required skills / training delivery.		ACO HR LDU Team Leader	Staff skills requirements analysed in appraisal and written into PPD Appropriate training designed and provided	Skills not reviewed and / or training insufficient. Services do not continue to improve	PPD & appraisal deadline

PRIORITY: 1 Align Supply and Demand for Correctional Services YR 3 - 4			2011-13		
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
1.9 Review Sentencer Engagement Strategy and supply data to include <ul style="list-style-type: none"> • feedback from HMCS & Judges on performance and quality, sufficiency of data provided and diversion schemes 	Sustained and improved performance on IPPF court based measures	LDU Leader with strategic lead for Courts	Sentencer feedback data shows. <ul style="list-style-type: none"> • Improved Sentencer engagement at Area and local level • Increased Sentencer confidence in effective and cost efficient community sentences. • Regular and reliable data provided for Sentencers • FDR and diversion rates increase • Stabilised caseload 	Capacity limits ability to review and implement strategy. Supply and demand remain un balanced	Review by end April each year
1.10 Review national and local guidance for PSR writers using data from 10/11 re. <ul style="list-style-type: none"> • CP hours • curfew periods • restrictive requirements 	Management capacity to review guidance. Ability to engage staff	LDU Leader with strategic lead for Courts	Sentencing and Concordance data demonstrates <ul style="list-style-type: none"> • Improved targeting of PSR disposals • wider variety of requirements used • more effective sentencing • staff feedback that data is sufficient 	Guidance not reviewed or insufficiently communicated to staff resulting in poor Sentencer engagement	Review April each year. Revised guidance issued by end April each year
1.11 Continue to develop RAM scenario and demand planning	Previously notified resource constraints remain stable	Strategic Management Team	Workload demand aligned with available resources. Measured by IPPF performance linked to budget allocation, establishment and quality feedback.	RAM insufficient to model court based scenarios. Inability to balance supply and demand	31.3.12
1.12 Review staff skills and training as part of continuous improvement		LDU Leader Team Leaders	Staff skills requirements analysed in appraisal and written into PPD	Skills not reviewed and / or training insufficient. Services do not continue to improve	Annual PPD & appraisal deadline

PRIORITY: 2 Improve Offender Management (OM) YR 1				2009/10	
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
2.1 Continue to develop the Resource Allocation Model (RAM) planning to invest in higher risk offenders as per SBC / internal priority	Process management sufficiently well developed	ACO OM	<ul style="list-style-type: none"> SBC OM processes mapped and improved benefits realised with capacity invested in higher risk offenders 	RAM / SBC and process work not aligned. Capacity not invested in higher risk offenders.	By 31.3.10
2.2 Review and improve Public Protection (PP) activity to include <ul style="list-style-type: none"> MAPPA processes OM Staff Skills to include Victim awareness process / data quality Risk Assessment / Sentence Planning Through the Gate activity, end to end OM focus on outcomes 	Continuously improved work with Custody and other Criminal Justice partners	ACO OM MAPPA Co-ordinator & OM APMs	Continuous Improvement of OM services and risk to the public reduced as per <ul style="list-style-type: none"> SFO process IPPF PP and Reducing Re-offending performance including compliance Public confidence measures: Priority 10 correct and improving MAPPA processes staff skills improve: Priority 9 integration of victim activity in OM outcomes identified and linked to resource and skills 	Public Protection system failure or failure of staff to follow system results in Public Protection Reputational or Financial impact	30.9.09
2.3 Work with Police and partners to implement learning from Bristol Integrated Offender Management (IOM) model appropriate to each LAA	Ability to engage Police and other local partners. Little funding for implementation.	ACO OM & OM APMs	Documented Plans and Activity to <ul style="list-style-type: none"> increase joint management of offenders at higher risk of re-offending improve access to reducing re-offending pathways Reduced reconvictions levels 	Unable to secure partners, sufficient pathway services or agreement on exact offender target group.	31.3.10
2.4 Improved Services for diverse groups, including women, to include contribution to regional activity and local implementation of Eden House project	Women wish to engage with services	ACO OM & APM Bristol	<ul style="list-style-type: none"> Contribution to regional national initiatives IPPF measures re offender and stakeholder feedback Improved stratified data analysed and acted upon Improved feedback from female offenders Preparation for management of Eden House 	Inability to engage diverse groups in newly designed services based on better diversity based data	31.3.10

PRIORITY: 2 Improve Offender Management (OM) YR 2			2010/11		
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
2.5 Continue to develop the RAM planning to invest in higher risk offenders as per SBC / internal priority	Process management sufficiently well developed	LDU leader with strategic responsibility for RAM	<ul style="list-style-type: none"> SBC and other OM processes mapped and improved benefits realised with capacity invested in higher risk offenders 	RAM / SBC and process work not aligned. Capacity not invested in higher risk offenders.	By 31.3.11
2.6 Review and improve Public Protection (PP), activity to include <ul style="list-style-type: none"> co-location of services with community partners MAPPA processes OM Staff process / data quality Risk Assessment / Sentence Planning Through the Gate activity, end to end OM focus on outcomes 	Ability to engage other partner services / providers to gain willingness to accommodate Probation provision	LDU leader with strategic responsibility for PP	<p>Continuous improvement of OM services and risk to the public reduced as per</p> <ul style="list-style-type: none"> improved local access for offenders services in partnership SFO process IPPF PP and Reducing Re-offending performance including compliance <ul style="list-style-type: none"> Public confidence measures: Priority 10 correct and improving MAPPA processes staff skills improve: Priority 9 improved victim activity outcomes identified and linked to resource and skills 	Public Protection system failure or failure of staff to follow system results in Public Protection, Reputational or Financial impact	31.3.11
2.7 Models of Integrated Offender Management (IOM) implemented aligned to each LDU/LAA	Ability to engage Police and other local partners	LDU leader with strategic responsibility for IOM	<ul style="list-style-type: none"> improved access to reducing re-offending pathways reduced reconvictions stakeholder confidence improved improved stakeholder feedback 	Unable to secure partners, sufficient pathway services or implement plan to reflect local need	31.3.11
2.8 Improved services for diverse groups including women to include: contribution to regional activity and local implementation of Eden House project	Women wish to engage with services	LDU leader with strategic responsibility for diversity in service delivery	<ul style="list-style-type: none"> Contribution to regional national initiatives IPPF measures Improved feedback from female offenders, better data stratification Successful management of Eden House 	Inability to engage diverse groups in newly designed services based on better diversity based data	31.3.11

PRIORITY: 2 Improve Offender Management (OM) YR 3 – 4			2011-13		
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
2.9 Continue to develop the RAM planning to invest in higher risk offenders as per SBC / internal priority.	Process management sufficiently well developed	LDU leader with strategic responsibility for RAM	<ul style="list-style-type: none"> SBC and other OM processes mapped and improved benefits realised with capacity invested in higher risk offenders 	RAM / SBC and process work not aligned. Capacity not invested in higher risk offenders.	Annual review cycle By 31.3.13
2.10 Review and improve Public Protection (PP), activity to include <ul style="list-style-type: none"> co-location of services with community partners MAPPA processes OM Staff process / data quality Risk Assessment / Sentence Planning Through the Gate activity, end to end OM focus on outcomes 	Ability to engage other partner services / providers to gain willingness to accommodate Probation provision	LDU leader with strategic responsibility for PP	<p>Continuous Improvement of OM services and risk to the public reduced as per</p> <ul style="list-style-type: none"> Improved local access for offenders services in partnership SFO process IPPF PP and Reducing Re-offending performance including compliance Public confidence measures: Priority 10 correct and improving MAPPA processes staff skills improve: Priority 9 improved victim activity outcomes identified and linked to resource and skills 	Public Protection system failure or failure of staff to follow system results in reputational or financial impact	Annual review cycle 31.3.13
2.11 Models of Integrated Offender Management improved to reflect priorities in each LDU/LAA	Ability to engage Police and other local partners	LDU leader with strategic responsibility for IOM	<ul style="list-style-type: none"> improved access to reducing re-offending pathways reduced reconvictions stakeholder confidence improved 	Unable to secure partners, sufficient pathway services or reflect local need.	Annual review cycle 31.3.13
2.12 Improved services for diverse groups including women to include: contribution to regional activity and mainstreaming of Eden House project	Women wish to engage with services	LDU leader with strategic responsibility for improved diversity of service	<ul style="list-style-type: none"> Contribution to regional national initiatives IPPF measures Improved feedback from female offenders, better data stratification Successful Mainstreaming of Eden House 	Inability to mainstream services from Eden House and engage offenders in newly designed services	Annual review cycle 31.3.13

PRIORITY: 3 Improve Interventions Outcomes YR 1 – 4			2009-13		
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
3.1 Engage fully with Local Area Agreements (LAAs) and other partners to develop diverse, appropriate, efficient and effective projects / Interventions that reflect the demands and priorities of local communities. E.g. Community Payback / ETE projects / Domestic Abuse pilot at Brigstocke Rd	That priorities of LAAs continue to sit within the scope of Interventions activity.	ACO INT	<ul style="list-style-type: none"> Support Priority 1 re information Implement savings and opportunity elements of Priority 5 and 6 Deliver to LAA targets in partnership with the Local Authority (LA)and other stakeholders Improved links with relevant organisations delivering reducing re-offending outcomes e.g. Jobcentre Plus, Supporting People, drug / health agencies and LA to enable increasing partner delivery Analyse data to ensure that activity meets diverse needs and has equity of access and outcomes 	That ASPA unable to engage partners / communities or that insufficient capacity exists to meet needs of the communities. Partners do not prioritise offender need. Performance, Financial and Reputational damage	As per timescales in other priorities Detailed plan for each intervention or reducing re-offending strand
3.2 Ensure that Interventions are 'on tap' to LDUs by <ul style="list-style-type: none"> Interventions (INT) champion per LDU excellent partnering between LDU and INT including data analysis develop and improve processes to enable interventions to be responsive to demand develop opportunities to co-locate, co-deliver or jointly develop Interventions with partners / other Probation Trusts to enable efficient local delivery 	<p>Ability to locate staff where demand dictates.</p> <p>Ability to influence the expectation of stakeholders to achieve joint aims and objectives.</p>	ACO INT	<ul style="list-style-type: none"> Identify champions from each Intervention as point of contact for each LDU / Oms LDU Leaders and ACO INT meet regularly and report to Strategic Management Team and work jointly in Change Control Board (CCB) Improve ability of Interventions to meet the demand of LDU and LAA through increasing use of INT Resource Allocation Model (Priority 1, 5 and 8) Improved ability of Interventions to meet demand by being highly efficient (priority 5 – Best Value reviews) Develop SLAs between the Trust and INT that express performance requirements per LDU (Perf Board) Develop Joint action plan with other providers (including other Trusts) to co-locate / share premises 	Supply and demand of INT (attachments to orders) is not balanced resulting in inability to respond to LDU or stakeholder requirements. Unable to manage expectations between different LDUs / LA and their priorities. Failure to scan horizon / analyse change and opportunity results in long lead in time to changes in supply (Priority 5). Performance, Financial and reputational damage.	As per timescales in other priorities Detailed plan for each intervention or reducing re-offending strand

PRIORITY: 4 Financial Accountability / Delegated Responsibility to LDU leaders YR 1					2009/10
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
4.1 Restructure existing Devolved Budget Scheme and Finance procedures to reflect the LDU structure and ensure appropriate accountability		ACO Finance	<ul style="list-style-type: none"> Revised Devolved Budget Structure fully aligned to LDU structure Revised Finance procedures assuring accountability approved by Audit committee and Board Devolved responsibilities integrated into PPD and appraisal scheme LDU commander able to commit local resource e.g. current area-wide partnership budget devolved to LDUs 	That budgets are insufficiently devolved or managed resulting in ineffective local resource allocation and poor performance or stakeholder engagement	31.3.10
4.2 Scheme of delegation from Board to LDU leaders enables appropriately delegated responsibilities / spans of control for effective local leadership and management		CO	<ul style="list-style-type: none"> Board approved scheme published to staff Scheme shared appropriately with stakeholders LDU staff inducted into scheme on restructure to LDU to ensure understanding of and ability to exercise full scope of responsibility Scheme checked against Terms of Reference (ToR) of Governance meetings at different levels of LDU (Priority 7) to ensure consistency Scheme checked against Service Level Agreements (SLA) to ensure consistency Decision making processes mapped 	Scheme of delegation is not available or poorly understood; managers and staff not clear about extent of responsibility and freedom. Decisions delayed or taken at wrong level within Trust / LDU. LDUs are less agile responsive and effective.	31.12.09
4.3 Assess skills development required to enable LDU staff to have appropriate levels of finance, cost and commissioning understanding and ability	Ability / capacity to assess skills levels, identify development requirement and deliver learning	ACO HR	<ul style="list-style-type: none"> All managers / staff in OM function have skills assessed PPDs include learning required Introductory Training provided Feedback from staff re ability and confidence See Priority 8 and 9 and Organisational Development Plan (ODP) 	Insufficient or unsuitable development opportunities result in poor skills development	31.3.10

PRIORITY: 4 Financial Accountability / Delegated Responsibility to LDU leaders		YR 2 - 4	2010-13		
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
4.4 Review LDU Devolved Budget Scheme and Financial Procedures to ensure ongoing appropriate delegated freedom / accountability in light of learning from implementation of LDU and stakeholder engagement.		Strategic Management Team	<ul style="list-style-type: none"> Reviewed Devolved Budget structure fully aligned to developing LDU structure Reviewed Finance procedures assuring accountability approved by Audit Committee and Board Devolved responsibilities integrated into PPD and appraisal scheme LDU Leaders evidence impact of local resource e.g. improved commissioning / outcomes or services targeted locally 	That budgets are insufficiently devolved or managed resulting in ineffective local resource allocation performance and stakeholder engagement	Annual cycle in line with audit requirements
4.5 Scheme of Delegation from Board to LDU Leaders enables appropriately delegated responsibilities / spans of control for effective local leadership and management		CEO	<ul style="list-style-type: none"> Board approved scheme reviewed in light of emerging LDU activity Scheme informed appropriately by stakeholder feedback Scheme of Delegation fully integrated into new staff induction Review cycle for Scheme of Delegation, ToR of Governance meetings (Priority 7) and SLAs, integrated into single process to ensure consistency Decision making processes reviewed to ensure LDUs are agile and responsive 	Scheme of Delegation is not available or poorly understood; managers and staff not clear about extent of responsibility and freedom. Decisions delayed or taken at wrong level within Trust / LDU. LDUs are not agile responsive and effective.	Annual cycle in line with audit and other business processes
4.6 Review skills development required to enable LDU staff to improve levels of finance, cost and commissioning understanding and ability	Ability / capacity to review skills levels, identify development requirement and deliver learning	ACO BDU /Finance	<ul style="list-style-type: none"> All managers / staff in OM function have skills reviewed as part of appraisal process New staff assessed PPDs include learning required Development Training provided Feedback from staff re ability and confidence 	Insufficient or unsuitable development opportunities result in poor skills development	Annual cycle in line with appraisal and training plan

PRIORITY: 5 Generate Average Annual Savings of at least 7% without detriment to service delivery YR 1					2009/10
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
5.1 Maintain and improve high levels of performance. Continue to develop Performance Management Framework	Process management to ensure business process is aligned to staff capacity.	ACO BDU	Sustained performance at Green Star. PMU Hub data / IPPF/ Service Level Agreement (SLA) results, reduced unit costs reviewed at Performance Board / Board and SLA review meetings with DOM.	Budget restraints and scale of change has negative impact on ability to sustain performance	From 1.4.09
5.2 Implement Process Management approach across identified business processes including: <ul style="list-style-type: none"> establish Change Control Board (CCB) Process Improvement specified by the SBC programme & CCB Develop activity costing Train the trainer for process workshops Activity costing Links to Best Value 	Full engagement of Operational ACOs / APMs and Middle Managers. Availability of authors and author skills sufficient. Funding to improve author skills if required. Agreement with unions over timing or role changes in improved processes	ACO BDU	All Middle Managers and other selected staff trained (half day) Minimum of 8 Processes mapped, improved and costed to include: <ul style="list-style-type: none"> SBC requirements e.g. FDR %, programmes and T2 OASys establishment / payroll duplication IT Change Process data quality improvement Process Project Co-ordinator recruited Best Value review Victims and CP Savings realised using Resource Allocation Model for OM (Priority 1) & Interventions and Support Services (Priority 8)	Delayed implementation due to <ul style="list-style-type: none"> inexperience lack of capacity inability to engage unions and staff in innovation timing / staff grade changes Improved process not implemented. Efficiency not improved	Training 31.3.10 Best Value: Victims 30.11.09 CP 28.2.10 RAM OM 31.12.09
5.3 Research and implement Knowledge Management (KM) projects which can release benefits and savings from any improvement	Full engagement of all staff to implement new processes	APM BDU	Registered as KM Pioneer with NOMS with action plan for <ul style="list-style-type: none"> use of email / document management / system and meeting structures aligned to LDU Functional specialist knowledge retained in geographic structure 	Failure to turn improvements into cashable benefits and risk 5.2. as above	31.3.10
5.4 Implement non process savings, reviews, restructures and improvements: income generation and shared services explored in Priority 6	Ability of NOMS to deliver migration to National Data Centres	ACO Finance	Savings delivered through <ul style="list-style-type: none"> Restructure to LDU Property, IT, travel, procurement Income Generation Plan 09-13 Report re shared services / merger options e.g. Approved Premises Prepare for new Case Management System.	Inability to engage staff with revised proposals and potential for delay as per 5.2 and failure to realise savings as per 5.3.	31.3.10

PRIORITY: 5 Generate Average Annual Savings of at least 7% without detriment to service delivery YR 2 2010/11					
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
5.5 Maintain and improve high levels of performance by continuing to develop Performance Management Framework	Process management to ensure business process is aligned to staff capacity.	ACO BDU	Sustained performance at Green Star. Evidenced by Hub data / IPPF/ Service Level Agreement (SLA) results, reduced unit costs reviewed at Performance Board / Board and SLA review meetings with DOM.	Budget restraints and scale of change has negative impact on ability to sustain performance	31.3.11
5.6 Develop Process Management through: <ul style="list-style-type: none"> improved function of CCB Review success of 09/10 projects SBC programme Review and improve process workshops Fully implement activity costing Links to Best Value as specified by NOMS 	Full engagement of Interventions ACO LDU Leaders and Team Leaders. Availability of authors and author skills sufficient. Agreement with unions over timing or role changes in improved processes	ACO BDU	<ul style="list-style-type: none"> Review of staff skills required using appraisal outcome in PPDs minimum of 8 Processes mapped, improved and costed to include <ul style="list-style-type: none"> SBC requirements Support Services structures and joint process Ongoing data quality improvement Commissioned Services Best Value review Programmes and AP or as specified by NOMS / CCB realise benefits using Resource Allocation Models 	Delayed implementation due to <ul style="list-style-type: none"> inexperience lack of capacity inability to engage unions and staff in innovation timing / staff grade changes Improved process not implemented. Efficiency not improved	31.3.11
5.7 Review and share KM Projects. Implement findings from review. Enhance mechanisms to realise savings and benefits from any improvement.	Full engagement of all staff to implement new processes.	ACO BDU	<ul style="list-style-type: none"> Identify cashable savings from 09/10 Document improved benefits realisation process Develop Intranet Share findings as Pioneer Restructured shared drive New email / document policy 	Failure to turn improvements into cashable benefits and risk 5.2. as above	31.3.11
5.8 Review and continue non process savings, income generation, shared services and implementation of Strategic Delius	Ability of NOMS to deliver new Case Management System: Strategic Delius (CMS)	ACO BDU / ACO Finance	Savings delivered through <ul style="list-style-type: none"> Property, IT, travel, procurement Income generation Implement shared services e.g. AP Implement new CMS Migration to NDC 	Inability to engage staff with revised proposals and potential for delay as per 5.2 and 5.3. Capacity to train staff in new CMS system	31.3.11

PRIORITY: 5 Generate Average Annual Savings of at least 7% without detriment to service delivery YR 3 & YR 4 2011-13					
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
5.9 Maintain and improve high levels of performance by continuing to develop Performance Management Framework	Process management to ensure business process is aligned to staff capacity.	ACO BDU	Sustained performance at Green Star. Measurable by PMU Hub data / IPPF/ Service Level Agreement (SLA) results reviewed at Performance Board / Board and SLA review meetings with DOM.	Budget restraints and scale of change has negative impact on ability to sustain performance	Framework reviewed and improved annually
5.10 Develop Process Management through: <ul style="list-style-type: none"> improved function of CCB review and test previous projects SBC programme improve process workshops expand activity costing links to Best Value as specified by NOMS 	Full engagement of Interventions ACO / LDU Leaders, and Team leaders. Availability of authors and author skills sufficient. Agreement with unions over timing or role changes in improved processes	ACO BDU	<ul style="list-style-type: none"> Staff skills development in PPDs Minimum of 14 Processes mapped, improved and costed to include SBC requirements Processes identified by Performance Board / SMT or CCB Ongoing data quality improvement Commissioned services Best Value reviews as determined by Board or NOMS Realise benefits using Resource Allocation Models Prepare for and achieve quality award linked to process management 	Delayed implementation due to <ul style="list-style-type: none"> inexperience lack of capacity inability to engage unions and staff in innovation timing / staff grade changes Improved process not implemented. Efficiency not improved	Annual quality review
5.11 Review and share KM Projects. Implement findings from review. Improve mechanisms to realise benefits from any improvement	Full engagement of all staff to implement new processes	ACO BDU	<ul style="list-style-type: none"> Confirm cashable savings from previous year including reduced use of email and better use of documents Identify new KM projects and learn from other KM pioneers Improved benefits realisation processes Improve intranet and internet 	Failure to turn improvements into cashable benefits and risk 5.2. as above	Annual review cycle
5.12 Review non process savings, outcomes & improvements including income generation and shared services		ACO BDU / ACO Finance	Savings delivered through <ul style="list-style-type: none"> Property, IT, travel, procurement Generate income Implement new IT / info shared services in region using shared CMS New telephony system 	Inability to engage staff with revised proposals and potential for delay as per 5.2 and failure to realise savings as per 5.3. Inability to share services.	Annual review cycle

PRIORITY: 6 Increase Inward Investment, both in cash and services YR 1				2009/10	
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
6.1 Commissioning Policy developed and consulted with community partners. Commissioning related business processes and paperwork designed and communicated to staff. Key commissioning outcomes identified for 09/10.	Ability to engage community partners and their capacity to engage	ACO BDU	<ul style="list-style-type: none"> Commissioning process mapped and published on Control Staff awareness training re commissioning (priority 4, 8 and 9) Policy consulted with identified Stakeholders (priority 10) Policy / paperwork approved by Board Alcohol Services commissioning planned with partners 	Commissioning Policy, process or paperwork is insufficient. Trust not able to commission high quality services. Negative impact on Public Protection or Reducing Re-offending	31.3.10
6.2 Potential joint / co-commissioning partners identified and Commissioning Improvement Plan designed	Ability to engage community partners and their capacity to engage	ACO BDU	<ul style="list-style-type: none"> Specific agreement with designated partners e.g. PCT re alcohol services Improvement Plan re Commissioning, Contracting and Procurement approved by Board Identification of partners who could undertake activity on behalf of ASPT 	ASPT continue to commission 'as is' and in isolation - failure to improve through innovation and capitalise on opportunities to increase inward investment	30.9.09
6.3 Business Process links clarified and mapped between Best Value processes and commissioning	LDU leaders committed to Improving Value project to support innovation	ACO BDU	<ul style="list-style-type: none"> Best Value process mapped to include challenge and innovation within Trust / LDU (priority 2). Innovation includes options to improve services by increased partnership / joint working / joint commissioning / 	ASPT do not properly integrate Best Value and innovation with commissioning process to maximise the value and quality of outcomes commissioned	30.9.09
6.4 ASPT build capability to capitalise on opportunity from <ul style="list-style-type: none"> Social Enterprise (SE) status Income Generation Capacity Generation Current Matrix Quality accreditation 		CO	<ul style="list-style-type: none"> ASPT explore Social Enterprise (SE) as pathfinder for NOMS SE Unit ASPT analyse and build upon ETE commercial activity: ASPT identify Organisational Quality Standard. Current Stakeholder activity is aware of opportunity for income or capacity generation Actively consider NOMS ESF 	ASPT not able build capability. Failure to recognise commercial ability in ETE results in duplication of effort, wasted resource or delay, nor able to meet bidding requirements.	SE by 31.12.09 NOMS ESF 30.9.09

PRIORITY: 6 Increase Inward Investment, both in cash and services			YR 2- 4	2010–13	
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
6.5 Commissioning Policy, further developed from partner feedback. Business processes and paperwork tested and developed. Key outcomes identified for each year	Partner willingness or capacity to engage	ACO BDU	<ul style="list-style-type: none"> Commissioning process tested and improved and Policy / Paperwork improved and reissued Staff training continues (priority 4, 8 and 9) Horizon scanning cycle established including partner opportunities. 	Commissioning Policy, Process or paperwork is insufficient. Trust commissions poor quality / volume outcomes. Negative impact on Public Protection or Reducing Re-offending	Annual review cycle 31.3.13
6.6 Increasing joint working with identified partners. Commissioning Contracting and Procurement Improvement Plan reviewed and implemented.	Ability to engage community partners and their capacity to engage	ACO BDU ACO Finance	<ul style="list-style-type: none"> Specific activity with designated partners e.g. PCT re alcohol services Improved Commissioning reported to the Board in terms of increased capacity or inward investment Partners undertake activity on behalf of ASPT, quantify savings Alcohol and other Services Commissioned (joint or single) 	ASPT continue to commission 'as is' and in isolation - failure to improve through innovation and capitalise on opportunities to increase inward investment	Annual review cycle 31.3.13
6.7 Business Process links clarified and mapped between Best Value processes and Commissioning	LDU leaders fully committed to Improving Value Project to support innovation	ACO BDU ACO Finance	<ul style="list-style-type: none"> Best Value Process improved and applied, learning from previous cycle challenge and innovation cycle established within Trust / LDU Innovation includes options to improve services by increased partnership / joint commissioning 	ASPT do not properly integrate Best Value and innovation with Commissioning process to maximise the value and quality of outcomes commissioned	Annual review cycle 31.3.13
6.8 ASPA capitalise on <ul style="list-style-type: none"> Social Enterprise (SE) Income / Capacity Generation New opportunities as they arise ASPT Quality Framework and Accreditation 		CEO	<ul style="list-style-type: none"> ASPA act on SE Project recommendations ASPT Action Plan to gain Quality Standard (gained in '12) Current stakeholder activity is actively seeking capacity / income Programme of Horizon Scanning and analysis that enables agile response from Trust to new opportunities 	ASPT unaware of future opportunities / not able to properly compete in market: Failure to develop commercial ability results in lack of innovation, inability to bid and succeed failure to generate capacity / income. Failure to secure longer term viability	Quality Standard by 31.3.12 Annual review cycle 31.3.13

PRIORITY: 7 Implement LDU structure, Governance and Workforce Modernisation Objectives YR 1					2009/10
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
7.1 Design and implement new Governance and Change Control structures capable of managing accountability and improvement at Trust and LDU level	Finance dept resources for restructured devolved budgets to LDU see Priority 4	Board Chair and CO	<ul style="list-style-type: none"> Trust and LDU Governance structure approved by Board ToRs for all Governance / Improvement Meetings agreed to include Change Control Board and Information security Re-align devolved budgets, decision making and reporting to LDU structure Explore innovation support in LDU 	ASPA current Governance and Change Control insufficient to manage new geographic devolved structures of LDU and required continuous improvement and commissioning	31.8.09
7.2 Team structures and information systems aligned to LDU. <ul style="list-style-type: none"> Full implementation of LDU model incorporating victim services, admin, PPO and Drugs teams Information, IT and Performance Systems redesigned to LDU & partner requirements 	Accurate caseload identification	ACO OM and BDU	<ul style="list-style-type: none"> Bristol Court report writing team integrated into OM team South Glos Local Authority OM team created (devolved from Bristol) Stratified reporting by individual, team, Local Authority, Court, CDRP and LDU with diversity Integration of all OM activity under LDU governance and Change Control and OM Victim awareness / PPO activity / Public Protection activity improved Validated data quality project results 	Failure to integrate / transform means OM continuity undermined & work organisation not Trust-ready. Failure to encompass all OM activity under LDU Governance results in lack of consistency, cohesion and stakeholder confusion. Poor performance.	30.9.09 30.6.09 30.9.09 31.3.10
7.3 Commence transition to LDU structure by <ul style="list-style-type: none"> communicating proposed changes to staff / stakeholders recruitment of LDU commanders identification of team managers re-aligning management of Admin staff 	Ability to engage staff in change Staff appropriately skilled for new role	CO and ACO HR	<ul style="list-style-type: none"> Appropriate internal / external communication of proposed transition to staff and stakeholders Action plan of all activity required to SMT (June 09) LDU job descriptions written and evaluated (July 09) Staff recruited / identified LBMs managed by OM APMs (July 09) Staff skills support identified. Action plan to SMT Oct 09 	Change is not communicated or consulted with staff: Inability to engage in change. Staff do not have skills to implement new roles e.g. Team managers / admin. Results in poor performance and morale. Lack of communication results in poor stakeholder engagement.	LDU Leader identified by 1.12.09 LDU Team Leader by 31.1.10

PRIORITY: 7 Implement LDU structure, Governance and Workforce Modernisation Objectives YR 2 - 4				2010-13	
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
7.4 Fully Implement Governance and Change Control structures capable of managing accountability, decision making and improvement at Trust / LDU level. Review effectiveness using Programme Management approach described in ODP		CEO and Board Chair	<ul style="list-style-type: none"> Trust and LDU governance and improvement structures, meetings and processes reviewed for effectiveness by Audit Committee reported to Board to include GSI and data security Establish innovation support in LDU through process Management LDU processes and decision making functioning effectively and efficiency improved 	ASPA Governance and Change Control mechanisms fail to evolve with the LDU environment and market resulting in failures in accountability (performance, finance, staffing). Poor reputation.	Annual review cycle 31.3.13
7.5 LDU model reviewed to include <ul style="list-style-type: none"> Admin, Victims, PPO and Drugs teams information and performance systems LDU to deliver Improved quality and effectiveness of services 	Accurate caseload identification. Respective roles of OM & CA clear, co-ordinated & understood	LDU Leaders	<ul style="list-style-type: none"> End to end OM reviewed and improved in LDU model Review team / information structures against RAM: Information systems have improved geographic and diversity stratification Public Protection improved (IPPF) Activity costing shows improved quality with OMs spending more time with offenders. Review community engagement feedback and further develop local plan 	Failure to continue to transform means OM quality, effectiveness and continuity undermined. Failure to review effectiveness of structure, systems, community engagement results in poor performance, poor reputation and poor quality service.	Annual review cycle 31.3.13
7.6 Strengthen LDU structure by <ul style="list-style-type: none"> Analysing model and develop improvement plan Identifying skills development Sharing good practice between LDUs Integrating feedback from stakeholders 	Staff participation in change Staff appropriately skilled for new role	CEO & LDU Leaders	<ul style="list-style-type: none"> Analyse implementation / development of LDU with stakeholder feedback. Action Plan of all improvement activity (Change Control Board) Job Descriptions / roles reviewed as required. Staff skills development support identified. Action Plan and in staff PPDs LDU able to analyse need to inform commissioning 	Failure to review and develop LDU structures and staff skills results in lack of improvement. Poor performance and morale. Lack of communication results in poor stakeholder engagement.	Annual review cycle 31.3.13

PRIORITY: 8 Improve Support for Offender Management System (All support Services)		YR 1 - 4		2009-13	
Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
8.1 Support the OM system to deliver and communicate the improvement objectives in the ODP to include: <ul style="list-style-type: none"> • devolved budgets, • commissioning, • resource modelling, • process management • benefits realisation • staff change • marketing and community engagement • GSI and data protection / MY HR 		ACO HR ACO BDU ACO Finance YR1 / 2 ACO BDU ACO Finance YR 3 / 4	<ul style="list-style-type: none"> • Develop and implement Business Partnering Model for all support services • Enable communication / consultation to support development of OM services • OM Resource Allocation Model (RAM) and MY HR improved. • Develop RAM for Interventions and Support Services in preparation for reduction of capacity. • Drive performance in Support Services using appraisal / PPD processes complemented by Service Level Agreements (SLAs) with specific deliverables for the Trust, LDUs and Interventions services • Reduced data incidents / loss 	Lean and focussed LDU structures can not undertake all required improvement activity without appropriate support. Support is insufficient to enable cycle of improvement or appropriate development	As required by OM and LDU
8.2 Implementation of OMNI-T including <ul style="list-style-type: none"> • IT equipment refresh, • transfer to National Data Centres • implementation of new case management system • ongoing support 		ACO BDU	<ul style="list-style-type: none"> • Enable all staff to have access to fully supported, AT compliant, modern, quality equipment and systems • Restructure data storage to reflect LDU, reduce data held and rationalise email for improved communication • Influence design of and enable staff to use and access Strategic Delius • Responsive helpdesk 	OM system is not able to benefit from improvement in services due to advances in IT and other technology. Staff performance is hampered and not maximised.	refresh and data centres 31.3.10 CMS 10/11
8.3 Improve overall contingency planning: <ul style="list-style-type: none"> • Business Contingency Plan (BCP) updated and tested • Full use of Resource Modelling Tools to scenario plan for supply and demand 	That information available to provide data on demand, by LAA	Strategic Management Team	<ul style="list-style-type: none"> • BCP re-designed, consulted and improved • Link scenario planning to Horizon Scanning to improve agility • Rolling programme of BCP scenario testing annually • Ensure that RAM models enable the Trust to be able to respond to variable demand 	Without accurate BCP including resource allocation modelling the Trust can not accurately and effectively respond to changing environment or realise benefits from improved processes.	RAM tools annual review cycle BCP annual review cycle 31.3.13

PRIORITY: 9 Invest more effectively in staff through a refreshed Staff Development and Training Plan YR 1 2009/10

These activities are described in full in the Organisational Development Plan section 3

Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
9.1 Establish a change programme to drive the staffing / skills / HR policy elements of the organisational development plan (ODP) and Business Plan (BP) 09-13		ACO HR	<ul style="list-style-type: none"> Change Programme action plan established (ODP Appendix 2) Communication strategy established that covers BP and ODP planned changes ensures staff are aware of proposed activity Staff / stakeholders have opportunity to consult and feedback in structured way (e.g. see BP review cycle) 	Change programme not developed, staff not consulted. Risk to delivery of planned BP and ODP objectives.	31.07.09
9.2 Assess skills development required to enable Trust staff to inform and participate in <ul style="list-style-type: none"> commissioning process management community engagement income generation improved OM skills 	Ability / capacity to assess skills levels, identify development requirement and deliver. Probation Qualification Framework (PQF) published by NOMS	ACO HR	<ul style="list-style-type: none"> All managers in Trust have skills assessed for business / commissioning skills staff offender facing skills assessed Learning needs analysis reviewed for PSOs in light of national development PPDs include learning required Introductory training provided Workforce planning to be integrated in LDU business planning coordinated by Trust HR support 	Insufficient resources within staff development / operational management to undertake learning skills analysis. Insufficient or unsuitable development opportunities result in poor staff development.	31.3.10
9.3 Assess structural changes required for transition to LDU and refresh policy and staff support systems		ACO HR ACO OM	<ul style="list-style-type: none"> HR strategies updated to reflect BP and ODP objectives and communicated to staff with opportunity for feedback and consultation Assess support required for staff to undergo transition Support current functions to restructure management 	Insufficient capacity to assess structural changes required for LDU transition. Policy and support systems not brought up to date. Change process slow or ineffective.	assess 31.8.09 refresh 31.10.09
9.4 Ensure that staff are able to work safely.		ACO HR	<ul style="list-style-type: none"> Continue programme of health and safety (H&S) support and ensure that is fit for purpose in an LDU structure Achieve ISO 18001 for H&S practice 	Inadequate management of priorities results in inadequate deployment of health and safety practices	ISO 31.7.09

PRIORITY: 9 Invest more effectively in staff through a refreshed Staff Development and Training Plan YR 2 – 4 2010-13

Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
9.5 Deliver the change programme to drive the staffing / skills / HR policy elements of the Organisational Development Plan (ODP) and Business Plan (BP) 09-13		ACO HR YR2 ACO BDU ACO Finance YR3 / 4	<ul style="list-style-type: none"> Change Programme action plan reviewed and developed to include recruitment strategy Communication strategy reviewed with feedback from staff and stakeholders Development of full staff engagement strategy with consultation mechanisms rewards and recognition schemes and innovation awards 	Conflicting priorities within statute or national changes impact on delivery of the ODP and BP. Capacity in HR is insufficient to deliver the stated objectives.	31.3.13
9.6 Further develop skills required to enable Trust staff to participate in <ul style="list-style-type: none"> commissioning process management community engagement income generation improved OM skills 	Ability / capacity to assess skills levels, identify development requirement and deliver. Delivery of PQF by NOMS	ACO HR YR2 ACO BDU ACO Finance YR 3/4	<ul style="list-style-type: none"> All managers in Trust have further business development support Local Delivery of PQF identified and developed PPDs include learning required Revised staff development initiatives introduced to maximise knowledge and skills Leadership skills analysed and developed within Trust culture reflected in job descriptions 	Insufficient or unsuitable development opportunities result in poor staff skills development. Delays in the development of the PQF could lead to skills shortage in delivering the programme or in providing adequate Probation Officers after 2011.	Annual review cycle as part of ODP review
9.7 Determine structural developments which will strengthen LDU. Refresh Employment Policy and staff support / benefit systems.	Capacity limits in time of significant change	Strategic Management Team	<ul style="list-style-type: none"> Employment Relations, Employee Benefits and People Management Policies revised in Trust context and mapped / published on Control Develop recruitment and retention to reflect LDU communities and diverse recruitment mechanisms 	LDU structures and Trust policy and systems do not continue to improve. Poor morale, staff retention, performance reputation.	Annual review cycle as part of BP review
9.8 Ensure that staff are able to work safely		ACO HR YR2 ACO BDU YR 3/4	<ul style="list-style-type: none"> Continue programme of health and safety (H&S) support Prepare for renewed accreditation to ISO 18001 	Inadequate management of priorities results in inadequate deployment of health and safety practices	Annual review cycle

PRIORITY: 10 Engage more effectively with Communities, Stakeholders and Staff. Improve Feedback / Communications YR 1 2009/10

Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
10.1 Building on 08/09 - plan rolling programme of Stakeholder analysis and undertake required activity in 09/10		ACO BDU	Stakeholder analysis V1 reviewed by <ul style="list-style-type: none"> • COG, external partners and • staff Feedback integrated into V2 and circulated. Analysis to include <ul style="list-style-type: none"> • Context of CP Update existing stakeholder database for communication and consultation	Failure to undertake activity or poor analysis results in missed opportunity, poor focusing of resource or outcomes, reduced ability to generate income. ASPA poor reputation with partners	30.6.09
10.2 Design integrated Community Engagement and Stakeholder Communication Strategy in partnership with stakeholders based on Stakeholder analysis V2. Undertake required activity in 09/10 as per Action Plan.	Ability of ASPT to engage stakeholders	Chief Officers Group	Strategy / Action Plan designed in partnership with <ul style="list-style-type: none"> • Staff • Criminal Justice Board (Confidence and Diversity sub group) • Safer and Stronger Partners, particularly police and local authority • Reducing Re-offending Partners Strategy / Action Plan aligns to national initiatives e.g. Justice Seen Justice Done, MAPPA annual reports	Inconsistencies between expressed needs of community / stakeholders and NOMS requirements are not identified and managed. Results in poor engagement, activity not effective. Capacity and ability of ASPA staff to undertake activity.	30.9.09
10.3 Ensure Strategy and action plan is able to be evaluated by community confidence measures in partnership with police, local authority and other mechanisms.	Ability to share police and local authority mechanisms	CO	<ul style="list-style-type: none"> • Strategy and action plan has agreed outcomes with police and local authority • Design initial feedback data loops to include Safer Stronger activity / PACT groups etc. • Pilot activity in 1 local authority • Documented feedback from partners re potential opportunities reviewed by COG 	Strategy and Plan can not demonstrate effectiveness. Potential waste of resource if not properly focussed. Community feedback not integrated into planning. ASPT not able to realise benefit.	31.3.10
10.4 Analyse opportunity for shared marketing of key messages to local communities and stakeholders	Skills to identify message and suitable marketing style	ACO HR ACO BDU	<ul style="list-style-type: none"> • Marketing designed from learning of IPSOS MORI and other recent research • Opportunities identified and evaluated • Action plan designed to include CP and opportunities for volunteering within LDU 	Good public protection and reduced re-offending work goes un noticed. Reputation of Probation and Public Confidence does not improve.	31.12.09

PRIORITY: 10 Engage more effectively with Communities, Stakeholders and Staff. Improve Feedback / Communication YR 2-4 2010-13

Activity / Milestone	Dependencies	Owner	Measurable Outcome	Risk	By When
10.5 Review previous activity and refresh Stakeholder analysis requirements for current year.	Capacity to undertake analysis	ACO BDU	Stakeholder analysis reviewed by <ul style="list-style-type: none"> Strategic Management Team (SMT) external partners / staff as 10.1 Feedback integrated into current year's plan and circulated. Stakeholder database updated for continuous improvement	No activity or poor analysis results in missed opportunity, poor focusing of resource, reduced ability to generate income, poor outcomes. ASPT poor reputation with partners	Q1 of each year
10.6 Evaluate impact of strategy and activity for individual agency in context of Criminal Justice Board Business Plan, LAA and LDU priorities. Refresh Strategy and Action Plan as necessary.	Informed by agreements with / requirements from local partners (e.g. CJB), NOMS.	Strategic Management Team	<ul style="list-style-type: none"> Evaluation undertaken with identified partners as per 10.2. Feedback analysed by SMT Suitability for LDU activity confirmed Alignment with LAA confirmed Alignment with LCJB and national initiatives confirmed 	Lack of Management of any inconsistencies or conflicting priorities for area / LAA partners / CJB / NOMS results in poor communications, wasted effort, poor outcomes, poor reputation	Q2 of each year
10.7 Analyse links between activity and impact on community confidence measures in partnership with police, local authority and other mechanisms.	Ability to shared police and local authority mechanisms	CEO	<ul style="list-style-type: none"> Review Strategy and action plan against recorded outcomes with police and local authority Analyse feedback from feedback process and from pilot (on Control) Check activity consistent in each LDU 	Strategy and Plan can not demonstrate effectiveness. Potential waste of resource if not properly focussed. Community feedback not integrated into planning. ASPT not able to realise benefit.	To align with police and local authority activity
10.8 Implement shared marketing of key messages to local communities and stakeholders and evaluate	Skills to identify message and suitable marketing style	Strategic Management Team	<ul style="list-style-type: none"> Marketing designed from learning of recent polls or surveys Marketing Action Plan evaluated and updated Evaluation linked to activity in 4.7 	Good public protection and reduced re-offending work goes un-noticed. Reputation of Probation does not improve. Poor public confidence.	To align with police and local authority activity

APPENDIX 2: RISK REGISTER – TOP 10 SUMMARY

ASPT RISK REGISTER									
BUSINESS PLAN OBJECTIVE	Risk No	RISK REF NO	RISK CAT	RISK DESCRIPTIONS	RISK STATUS AS AT 1/4/09 FOR ACTIVITY 09/10				
					Likelihood	Impact	Risk Rating	Change in Risk Rating	Action Owner
Risk Key: Operational including Delivery and the Achievement of Objectives (OP); Financial (F); Reputational (R); Legislative (L); Public Protection PP.									
1.1 Building on 08/09 Sentencer Conference and improved performance, develop Sentencer Engagement Strategy in partnership with DOM team	1	1	OP F R	Capacity limits ability to implement engagement strategy, ASPT and DOMs team unable to engage sentencers with ASPT strategic priorities. Supply and Demand are not balanced. Potential unmanaged demand.	M	VH	21		ACO OM and APM Courts
2.2 Review and improve Public Protection (PP) activity to include <ul style="list-style-type: none"> • MAPPA processes • OM Staff Skills to include Victim awareness • process / data quality • Risk Assessment / Sentence Planning • Through the Gate activity, end to end OM • focus on outcomes 	2	14	OP F PP R	Public Protection system failure or failure of staff to follow system results in Public Protection, Reputational or Financial impact	L	VH	20		ACO OM MAPPA Co-ordinator & OM APMs
5.4 Implement non process savings, reviews, restructures and improvements: income generation and shared services explored in Priority 6	3	36	OP F	Inability to engage staff with revised proposals and potential for delay as per 5.2 and failure to realise savings as per 5.3.	M	H	19		ACO BDU ACO Finance

<p>3.2 Ensure that Interventions are 'on tap' to Local Delivery Units by</p> <ul style="list-style-type: none"> • Interventions (INT) champion per LDU • excellent partnering between LDU and INT including data analysis • develop and improve processes to enable interventions to be responsive to demand • develop opportunities to co-locate, co-deliver or jointly develop Interventions with partners / other Probation Trusts to enable efficient local delivery 	4	26	OP F R	<p>Supply and demand of INT (attachments to orders) is not balanced resulting in inability to respond to LDU or stakeholder requirements.</p> <p>Unable to manage expectations between different LDUs / LA and their priorities. Failure to scan horizon / analyse change and opportunity results in long lead in time to changes in supply (Priority 8). Performance, Financial and reputational damage.</p>	M	H	19		ACO Interventions
<p>5.1 Maintain and improve high levels of performance. Continue to develop Performance Management Framework</p>	5	33	OP F R	<p>Budget restraints and scale of change has negative impact on ability to sustain performance</p>	L	H	16		ACO BDU
<p>5.2 Implement Process Management approach across identified business processes including:</p> <ul style="list-style-type: none"> • establish Change Control Board (CCB) • Process Improvement specified by the SBC programme & CCB • Develop activity costings • Train the trainer for process workshops • Activity costing • Links to Best Value 	6	34	Op Fin	<p>Delayed implementation due to</p> <ul style="list-style-type: none"> • inexperience • lack of capacity • inability to engage unions and staff in innovation timing / staff grade changes <p>Improved process not implemented. Efficiency not improved</p>	L	H	16		ACO BDU
<p>6.1 Commissioning Policy developed and consulted with community partners. Commissioning related business processes and paperwork designed and communicated to staff. Key commissioning outcomes identified for 09/10.</p>	7	45	OP F R	<p>Commissioning Policy, Process or paperwork is insufficient. Trust not able to commission quality outcomes. Negative impact on Public Protection or Reducing Reoffending</p>	L	H	16		ACO BDU

7.1 Design and Implement new Governance and Change Control structures capable of managing accountability and improvement at Trust and LDU level	8	53	OP F R	ASPA current Governance and Change Control insufficient to manage new geographic devolved structures of LDU and required continuous improvement and commissioning	L	H	16		CO
7.3 Commence transition to LDU structure by <ul style="list-style-type: none"> • communicating proposed changes to staff / stakeholders • recruitment of LDU leaders • identification of team leaders • re-aligning management of Admin staff 	9	55	OP R	Change is not communicated or consulted with staff: Inability to engage in change. Staffs do not have skills to implement new roles e.g. Team leaders / admin. Results in poor performance and morale. Lack of communication results in poor stakeholder engagement.	L	H	16		ACO HR
10.1 Building on 08/09 - plan rolling programme of Stakeholder Analysis and undertake required activity in 09/10	10		OP F R	Failure to undertake activity or poor analysis results in missed development opportunity, poor focusing of resource or outcomes, reduced ability to generate income. ASPT poor reputation with partners and potential performance and finance impact.	L	H	16		ACO BDU

APPENDIX 3: BUSINESS PLAN REVIEW STRUCTURE

ASPT Business Plan (BP) Review Cycle			
Activity	Outcome	Timescale	Owner
1 Review and refresh stakeholder analysis in line with implementation of single equalities scheme and Community Engagement Policy and seek comment about future ASPT priorities.	Updated view of ASPT stakeholders and community partners	Nov (09/11)	ASPT Comms Officer
2 Undertake ASPT PEST / SWOT analysis	Updated analysis of business development opportunities & risks	Nov (09/11)	SMT
3 Review current BP progress and achievements:	Identification of new issues / dependencies / risks to inform future planning	By end Nov (09/11)	SMT
4 Refresh 4Yr BP with headline proposed aims / objectives and activities for coming year from SWOT / PEST, BP review and stakeholder views.	Refreshed overall aims and strategic 'direction of travel' in light of stakeholder views and likely budget	By end February (10/11)	ACO BDU
5 Circulate document for final comments from stakeholders including staff and diversity groups as identified by refreshed stakeholder analysis	Ensure that ASPT aims are integrated into wider community development aims and those of Criminal justice partners	February (10/11)	ASPT Comms Officer
6 Review community feedback	Identify any critical differences between ASPT and community priorities. Design resolution.	Dec (09/11)	ASPT SMT

7 Integrate feedback / resolution into ASPT BP refresh and SLA negotiation	Ensure contract negotiations take account of wider community feedback	Jan (09/11)	ACO BDU
8 Draft BP to Board for approval	Governance	March (10/11)	CEO, in light of discussions with Trust Board Chair
9 Final BP circulated to stakeholders	Community / Stakeholder Engagement	June 09, and then April (10/11)	Comms Officer
10 Full BP refresh.	Longer term Strategic Planning	Sept 2012 and then steps 1-7	CEO and Trust Board Chair

APPENDIX 4: 2009/10 BUSINESS PLAN BACKGROUND DATA *Percentage figures are rounded: totals will not always exactly add up to 100%*

1. Avon and Somerset demographics

Our services and Local Delivery Unit structures are based on information drawn from local demographic data.

1.1. Population, Area, Density, Deprivation

	Population	% of ASPT total	Size – km ²	People per Hectare	England Prosperity/ Deprivation Ranking*
Bath & NE Som.	169,039	12%	351	4.9	14 th
Bristol	380,596	26%	117	34.8	101 st
North Somerset	188,560	13%	391	5.0	33 rd
Somerset	463,047	32%	3,471	1.4	38 th
Sth Gloucs	245,612	17%	523	4.9	9 th
Avon & Somerset	1,446,854	100%	4,853		

*(2001 census data, 2007 Indices of Deprivation). *Ranking out of 149 English counties and unitary authorities, 1st least deprived, 149th most deprived.*

Avon and Somerset has a growing population of 1,446,854, the 10th largest population covered by any Probation area in England and Wales. Table 1.1 shows that Somerset and Bristol are the most populous parts of Avon and Somerset and that there is a huge contrast in size and population density between Bristol and Somerset in particular. South Gloucestershire, Bath and NE Som and Nth Somerset are in the 1st quartile (top 25%) of least deprived areas in England. Somerset is not far behind in the second quartile and Bristol is the 3rd quartile. None are in the bottom quartile. However beneath these overall figures four parts of Bristol – Lawrence Hill, Southmead, Filwood, and Whitchurch Park – are in the 1% most deprived areas of England. Parts of Weston Super Mare, Bridgwater and Taunton are in the 10% most deprived areas. Compared with the figures for England, Avon and Somerset is considerably less ethnically diverse. Of the five areas, Bristol is closer to the England average.

1.2. Ethnicity of Population

	White	Asian	Mixed	Black	Chinese & Other
Bath & NE Som.	97.2%	0.5%	1.0%	0.5%	0.8%
Bristol	91.8%	2.9%	2.1%	2.3%	0.9%
North Somerset	98.6%	0.3%	0.6%	0.1%	0.4%
Somerset	98.8%	0.3%	0.5%	0.2%	0.3%
Sth Gloucs.	97.7%	0.7%	0.8%	0.4%	0.5%
Avon & Som	96.6%	1.1%	1.0%	0.8%	0.6%
England	90.9%	4.6%	1.3%	2.3%	0.9%

(2001 census data)

2. Crime and Sentencing

Crime and sentencing data underpins our capability to create improved local accountability, configure our services to sentencing patterns and better align supply and demand of correctional services by utility of concordance rates between proposals and sentencing.

2.1. Recorded Crime in Avon and Somerset

	2006/07	2007/08	2008/09*
Numbers	160,425	144,970	137,743
% change from previous year		Down 10%	Down 5%

* Data comes from Avon and Somerset Constabulary website. 2008/09 figure is a forecast based on 11 months of data. Note that 2008/09 is un-audited and subject to revision when the official statistics for 2008/09 are published.

Crime is falling steadily in Avon and Somerset, an interesting contrast to the rise in Probation caseload shown later in the report.

2.2. Magistrates' Court Sentencing Data (Indictable & Either Way cases)- 2007

	Number Sentenced	% Immediate Custody	% Community sentences	% Fine	% Discharged
Bath & Wandsdyke	597	13%	48%	12%	8%
Bristol	2,467	20%	33%	14%	23%
Mendip	168	7%	51%	20%	13%
North Avon	604	14%	43%	19%	17%
North Somerset	586	13%	35%	21%	21%
Sedgemoor	285	11%	44%	14%	23%
South Somerset	262	12%	42%	16%	18%
Taunton Deane & W. Som.	588	9%	34%	21%	24%
Avon & Somerset	5,557	16%	37%	16%	21%
<i>England & Wales</i>		13%	39%	20%	18%

2007 Criminal Justice Statistics

There is a fair spread of sentencing outcomes in the Magistrates' Courts in Avon and Somerset, as would be expected in such a large and varied area dealing with different sorts of crime. Overall the use of custody and discharges are a little higher than the England and Wales average and the use of Community sentences and fines a little lower.

2.3. Crown Court Sentencing Data (Indictable & Either way cases) - 2007

	Number Sentenced	% Immediate Custody	% Community sentences	% Fine	% Other
Bristol and Taunton	1,503	54%	20%	2%	24%
<i>England & Wales</i>		56%	18%	2%	24%

2007 Criminal Justice Statistics

Avon and Somerset Crown Courts use Community sentences a little more than the England and Wales average and Custody a little less.

2.4. PSR sentence type proposal concordance with actual Court sentence type – Apr 08-Feb 09

Sentence →							
Proposal ↓	Community Order	Custody	Discharge	Fine	Suspended Order	Sentence	Total
Community Orders	68% ¹ (1,868) ² 72% ³	12% (328)	1% (32)	1% (22)	18% (504)		100% (2,754)
Custody	4% (13)	91% (326) 87%	0% (1)	0% (0)	5% (19)		100% (359)
Discharge	29% (51)	7% (12)	49% (86)	7% (12)	9% (15)		100% (176)
Fine	42% (28)	5% (3)	11% (7)	36% (24) 58%	6% (4)		100% (66)
Suspended Sentence Orders	14% (8)	41% (24)	0% (0)	0% (0)	46% (27) 56%		100% (59)
Total	(1,968)	(693)	(126)	(58)	(569)		(3,414)

ASPT internal data, may differ from final Ministry of Justice statistics

¹ Proportion of sentences the same as the proposal. ² Numbers of reports involved. ³ England and Wales figure for 2007.

Key points to note are that despite being proposed on relatively few occasions this year (59), Suspended Sentence Orders are still being used in large numbers by sentencers (569). Fines are not being used by sentencers to the extent ASPT are proposing, and this concordance is less than England and Wales average and resulting in more Community Orders. Custody sentences are very much in line, however, with proposals at 91%.

2.5. Requirements per Community Order (incl. SSO)

	Avon & Somerset (Eng & Wal, 2007= 1.5)	% change
Feb 2007	1.5	
Feb 2008	1.2	20% down

ASPT internal data, may differ from final Ministry of Justice statistics

There appears to have been a large drop in requirements per order over the past 12 months, though this is still provisional data. It may be related to a decline in the use of Suspended Supervision Orders.

3. Offender Caseload Data

Caseload data informs us of changes that occur in workload and assists remodelling of our service delivery and workforce to reflect change. It ensures that the right services are targeted at the right communities and enables contingency planning.

3.1. Caseload trend

	Avon & Somerset	% change from Dec 05	England & Wales	% change from Dec 05
Dec 05	4,120		224,094	
Mar 07	4,316	5%	237,796	6%
Dec 07	4,887	19%	242,772	8%
Sep 08	5,094	24%	243,873	9%

Ministry of Justice and Home Office Probation Offender Caseload quarterly and annual reports, Dec 05 to Feb 09 08. Note that 2006 and more recent 2008/09 data is not yet available.

Avon and Somerset has seen a dramatic rise in caseload over the past 3 years, far more than the England and Wales trend over the same period.

3.2. Type of offender caseload

	Numbers (as at 28/02/09)	% of total	% change in numbers from 2007/08
Community Orders	3,600	64%	Up 5%
In Custody	1,400	25%	Up 6%
On Licence	632	11%	Up 12%
Total Caseload	5,632	100%	Up 5%

ASPT internal data, may differ from final Ministry of Justice statistics

Total caseload for ASPT is rising, particularly Licences.

3.3. Risk of Harm tiering (4 is highest risk, 1 lowest)

	Numbers (as at 28/02/09)	% of total	% change in numbers from 2007/08
Tier 4	1,067	19%	Up 3%
Tier 3	2,363	42%	Up 4%
Tier 2	1,084	19%	Down 9%
Tier 1	1,117	20%	Up 67%
Total Caseload	5,632	100%	Up 5%

ASPT internal data, may differ from final Ministry of Justice statistics

There has been a major move in tiering from Tier 2 to Tier 1 over the past year as new rules on tiering standalone Unpaid work have taken affect. Note as well that the most serious tiers, 3 and 4, are rising.

3.4. Offender caseload by gender

	Numbers (as at 28/02/09)	% of total
Male	5,028	90%
Female	536	10%
Total Caseload	5,564	100%

ASPT internal data, may differ from final Ministry of Justice statistics

The caseload is overwhelmingly male.

3.5. Offender caseload by age

	Numbers (as at 28/02/09)	% of total
Under 18	47	1%
18-29	2,797	50%
30-39	1,469	26%
40-49	897	16%
50 & over	354	6%
Total Caseload	5,564	100%

ASPT internal data, may differ from final Ministry of Justice statistics

The caseload is overwhelmingly younger rather than older.

3.6. Caseload by LAA area

	Total Caseload (as at 31/01/09)	% of total caseload	% of Avon & Som Population
Bath & NE Som.	452	8%	12%
Bristol & Sth Gloucs	2,569	46%	43%
North Somerset	536	10%	13%
Somerset	1,277	23%	32%
Avon & Som	5,567	100%	100%

ASPT internal data, may differ from final Ministry of Justice statistics

Note that it is problematic for current caseload recording systems to separate Bristol and South Gloucestershire data, though this is being worked on as a priority. We would anticipate South Gloucestershire workload to be around the same level as North Somerset. Even without South Gloucestershire, Bristol will be comfortably the largest section of caseload.

3.7. Caseload by Ethnicity and LAA area

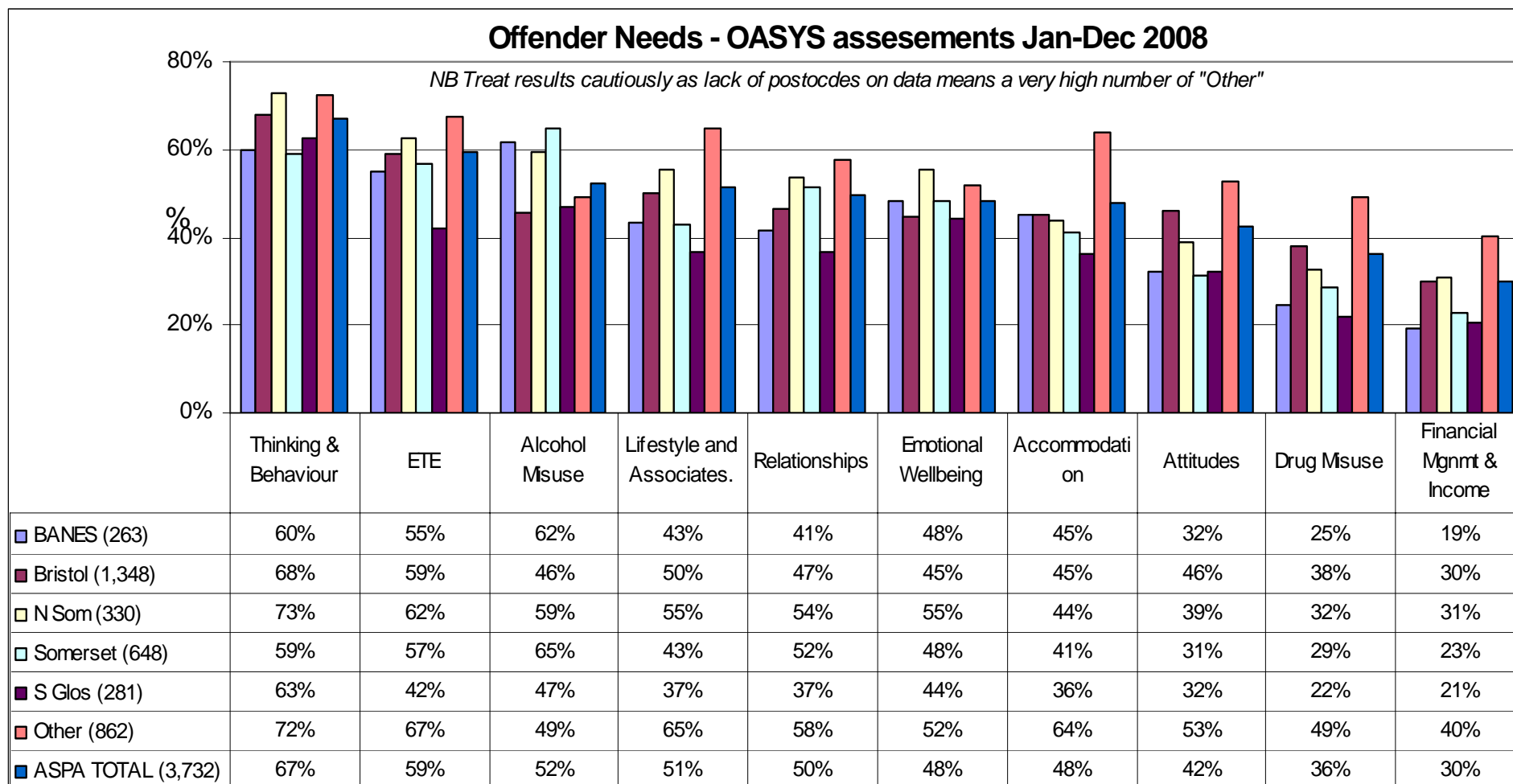
	White	Asian	Mixed	Black	Chinese & Other	Refused/Missing	BME total
Bath & NE Som.	86.5%	1.1%	5.1%	4.9%	0.9%	1.5%	11.9%
Bristol & Sth Glos	79.8%	2.5%	4.5%	10.4%	1.1%	1.7%	18.5%
Nth Somerset	94.2%	0.7%	1.4%	2.8%	0.7%	0.2%	5.6%
Somerset	96.3%	0.3%	1.5%	0.8%	0.6%	0.5%	3.2%
Avon & Som	85.7%	1.7%	3.5%	6.9%	0.9%	1.3%	13.0%

ASPT internal data, may differ from final Ministry of Justice statistics

We have a very low number of refused and missing ethnicity codes, helping to give confidence to the ethnic breakdown generally. Note the over-representation of the Black offenders, particularly compared with the population figures given in previous tables. This sort of finding is not specific to the Probation Service or to the Avon and Somerset Criminal Justice System. To tackle the issue ASPT have helped the Avon and Somerset Criminal Justice Board pioneer a multi-agency approach to this issue, combining ethnicity monitoring data across all Criminal Justice agencies in the area. This is providing a powerful tool to identify the key parts in the Criminal Justice process where we have to be certain that the best non-discriminatory practice is being followed. As a result of this analysis PSR proposals are being focussed on, as a crucial part of the Probation part in tackling this issue.

2.8. Offender needs analysis

Local Delivery Units will strengthen community engagement, support front-line decision making based on local community profiles and deliver many elements of the operational performance priorities. Needs analysis supports locally responsive partnership oriented service delivery.



* ETE = Education, training and employment.

The chart above is taken from OASYS assessments of offenders. The numbers in brackets refer to the number of assessments included. Few OASYS assessments are made on Tier 1 offenders, so this data is skewed to more high risk offenders. The percentages show what the statistically significant elements contributing to the risk each offender poses. Note also the comment about postcode absence which means the LAA breakdown has to be treated cautiously.

4. Staff Profile

Our workforce planning incorporates diversity and succession planning imperatives.

4.1. Staff breakdown

	% Female (51%)	% BME (3.5%)	% LGBT (6%)	% with Disability (16%)	Average Age	Total Staff
Senior Management	59%	0.0%	7%	13%	47	17
Middle Managers	59%	2.2%	0%	0%	50	41
Probation Officers	66%	6.6%	2%	9%	43	154
Probation Service Officers	61%	8.0%	4%	5%	44	180
Administration	88%	11.5%	8%	9%	42	100
Total	65%	6.9%	3%	7%	43	602

ASPT data from various surveys taken between August 2008 and March 2009. Figures in brackets are census based figures for Avon and Somerset (female, BME) or South West (LGBT, Disability) population.

There is a female preponderance at all tiers of staff, though the under-representation of male staff is by far the most significant at the administration tier.

ASPT is well-represented for Black and Minority Ethnic (BME) staff in comparison with the BME population of Avon and Somerset, though there is a notable tailing off of representation in the more senior the position.

Lesbian, Gay, Bi-Sexual and Transgender (LGBT) are under-represented compared with the regional population figure. The lack of Middle Manager representation is notable. Note however the data for this has a high proportion of not stated (around 50% of staff) so has to be treated cautiously.

Finally the percentage of staff considering themselves disabled is less than regional population average and Middle Managers and Senior Managers have higher average ages than staff in other tiers.

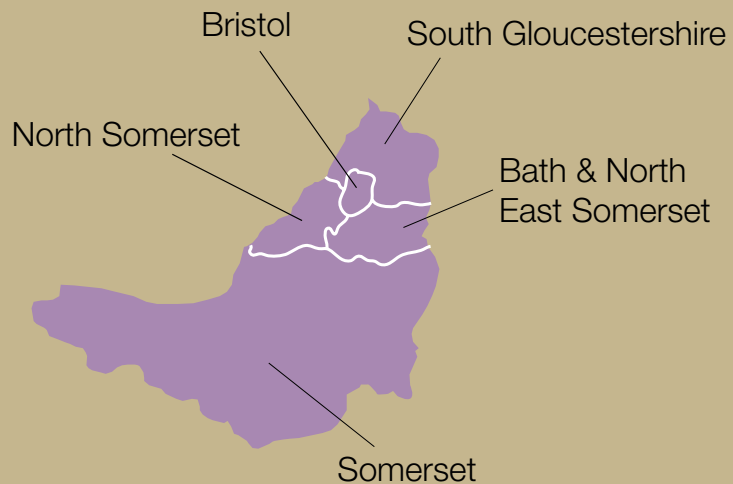
APPENDIX 5: POLITICAL, ECONOMIC, SOCIAL AND TECHNOLOGICAL (PEST) ANALYSIS

Avon and Somerset Trust PEST Analysis

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL
<ul style="list-style-type: none"> ▪ Change of Government (May 2010 at the latest) ▪ Election purda at the time of transition ▪ Mixed environment of trusts and boards after April 2010, not a priority for new government to resolve ▪ Political handling of SFOs, signal either support or not for probation ▪ Change of stance regarding mergers as a mechanism to save money / reduce waste ▪ Mixed political messages as crime rises and demand needs to be managed – prison overcrowding re-emerges as the priority ▪ Managing prisons and probation differently, recognising their different governance arrangements ▪ LAA refresh, competing government departmental priorities ▪ Local political leaderships (LDUs) resistant to probation issues as other priorities dominate ▪ Drive to ‘prefer’ private and third sector providers ▪ DOMs and their real ability to develop / manage regionally – balancing central, regional and local control ▪ New training arrangements 	<ul style="list-style-type: none"> ▪ Repayment of government borrowing and impact on public expenditure ▪ CSR, 2011 - 2014 ▪ Impact of local probation potential 20% - 30% budget reductions over three years (actual reductions, pay awards, bills, etc) ▪ Recession / economic slowdown and impact on crime and opportunities for resettlement ▪ Pay negotiations 10/11, 11/12 ▪ Uncertainty of financial carry forward ‘permissions’ – the current Budget Exchange Scheme. Will surpluses be clawed back or will trusts be allowed to operate as social enterprises? ▪ Financial pressures on partners ▪ Drive of private sector to build their market and operate ‘loss leader’ models 	<ul style="list-style-type: none"> ▪ Sentencing – increasing demand ▪ Rising crime, especially acquisitive as reaction recession – new increases in burglary and theft ▪ Bradley Report and impact on mental health / DSPD offender services ▪ Women offenders – working with potentially lower risk but higher needs ▪ Unemployment ▪ Refocus on alcohol services ▪ Police targets; priority of terrorism ▪ Dealing with violence – especially Bristol ▪ Prison expansion – shift further away from community provision ▪ Integrated OM ▪ Safeguarding – priority of child protection ▪ Flu Pandemic 	<ul style="list-style-type: none"> ▪ Our unique information system ▪ IT connectivity to partners ▪ Management of the IT contract – central / regional / local ▪ Management of the estates contract – central / regional / local ▪ Contracting and procurement with other providers

APPENDIX 6: GLOSSARY

ACO	Assistant Chief Officer	PP	Public Protection
APM	Area Performance Manager	PPD	Performance & Personal Development
ASPA	Avon & Somerset Probation Area	PPO	Prolific & other Priority Offenders
ASPT	Avon & Somerset Probation Trust	PQQ	Pre-Qualifying Questionnaire
AT	Assistive Technology	PSO	Probation Service Officer
BDU	Business Development Unit	PSR	Pre-Sentence Report
BV	Best Value	RAM	Resource Allocation Model
CA	Case Admin	RR	Reducing Re-Offending
CCB	Change Control Board	SBC	Specification & Benchmarking & Costing Programme
CDRP	Crime and Disorder Reduction Partnership	SE	Social Enterprise
CMS	Case Management System	SFOs	Serious Further Offences
CSR	Comprehensive Spending Review	SLA	Service Level Agreement
DOM	Director of Offender Manager	SMT	Strategic Management Team
ETE	Education, Training & Employment	ToR	Terms of Reference
FDR	Fast Delivery Reports		
HMCS	Her Majesty's Court Service		
INT	Interventions		
IOM	Integrated Offender Management		
IPPF	Integrated Probation Performance Framework		
KM	Knowledge Management		
LA	Local Authority		
LAA	Local Area Agreement		
LDU	Local Delivery Unit		
MAPPA	Multi Agency Public Protection Agency		
NDC	National Data Centres		
NOMS	National Offender Management Service		
ODP	Organisational Development Plan		
OM	Offender Management		
PCT	Primary Care Trust		



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