



Thames Valley Probation

THREE YEAR BUSINESS PLAN

2011-2014

THREE YEAR BUSINESS PLAN – APRIL 2011 TO MARCH 2014

In April 2010 Thames Valley Probation (TVP) became a probation trust following the recognition by NOMS of the performance of TVP and its fitness to operate as a trust. This judgement was based on financial, organisational and operational plans as well as an interview process. Those plans set out TVP's strategic objectives until 2013.

Since April 2010 the coalition government has set in place a spending settlement which is not significantly lower than that anticipated in the trust financial plan.

The context for that financial plan has changed rather more. The government's Green Paper on sentencing reform, *Breaking the Cycle*, was published in December 2010. The government is pressing ahead with plans to develop a commissioning strategy by June 2011, the precursor to which will be the commissioning of Community Payback in a number of lots nationally, from the public or private sector. TVP is in discussion with other trusts about possible collaboration and potential bidding arrangements.

The government has also expressed its intention for the prison population in 2014 to be at 82,500 rather than the predicted 92,500. TVP welcomes this intention as well as the renewed interest in the Green Paper in restorative approaches.

At the same time financial constraints will impact significantly on our criminal justice partners and the rest of the public sector. This will require greater levels of collaboration and partnership if services are to be sustained or developed which can meet the needs of offenders. TVP is committed to ever more effective local partnership and commissioning, building on the Local Delivery Unit (LDU) model for service delivery, which empowers local managers and their staff to identify and address the needs of offenders and communities where they live. At the same time internally we are aligning service delivery of interventions more closely with the LDUs, and arranging to provide an increased range of local specified activities to counterbalance a reduction in the number and range of accredited programmes being offered to the courts.

TVP is committed to engaging with short term prisoners, even though they are not statutory cases, in order to reduce the re-offending rate and to reduce the numbers who are subject to short sentences. Making Integrated Offender Management part of our mainstream services to offenders who are likely to re-offend remains our aim.

TVP will establish arrangements across the area for offenders to have mentors to work with them as volunteers to enhance the range of opportunities for engagement with offenders, through and after supervision. TVP welcomes approaches which reinforce the fact that offenders come from and return to communities, and which commit community resources to their rehabilitation and inclusion.

TVP is ready to play its part in the development of community based budgets with local partners and will prioritise initiatives which focus resources on those families which cause most problems in their communities and make most demands on the various agencies.

TVP is equally interested in developing business models with the voluntary or private sector to identify fresh ways to meet offender need, fulfil the sanctions of courts and still provide value for money.

TVP has reinforced its successful communication and liaison arrangements with judges and magistrates across the Thames Valley and will continue to work closely with them as the impending changes to resources and sentencing take place.

Just as TVP will seek to respond to the views of sentencers, so too it is committed to improving services to offenders and victims by consulting with them and listening to them. It is only through the effective engagement of offenders in their sentence plan and supervision that the best possible opportunity for them to turn their lives around can take place. Effective engagement with offenders is the cornerstone of TVP's work, if re-offending is to be reduced and the public protected.

The process of consultation on the Green Paper necessarily means that TVP will have to adapt to emerging policy and new expectations. Changes of policy in other parts of national and local government will also significantly influence the environment in which TVP operates, and in which offenders and victims live. This delivery plan sets out:

- How TVP plans to prepare for and anticipate those changes
- How it will seek to maximise its influence on those changes as they are implemented
- How TVP intends to sustain and develop effective services for offenders which will continue to reduce re-offending in Thames Valley, and so reduce the number of victims.