



Thames Valley Probation Business Plan for 2009-10



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1. Introduction

This is Thames Valley Probation's second annual business plan since the launch of our three year strategy in early 2008. That strategy has been refreshed as part of the corporate planning process and the priorities and aspirations have been endorsed by the Thames Valley Probation Board. Since then we have been required by the new NOMS agency within the Ministry of Justice to produce a four year business plan which will constitute a major element of our application for Trust status at some stage during 2009. This plan therefore represents the plan for the first year of that four year plan.

The first year of a four year plan is critically important in setting the direction and establishing the processes which will apply so as to reap the necessary benefits and savings over the four year period. We believe that this plan does just that.

The context for the four year plan includes:

- the establishment of the NOMS agency from April 2008 and the recent publication of the Corporate Plan for the Ministry of Justice
- the publication of the rules in relation to Best Value set by the agency and approved by ministers during 2008, and the requirement to demonstrate increased efficiency and effectiveness
- the budget for 2009/10 which requires an overall cash saving of some 3.5% and for the three successive years requiring an additional cash saving of 10.5%
- the need to provide confidence that those savings can be achieved without detriment to front line services within the area's bid to achieve Trust status by the end of 2009/10
- the appointment of the Director of Offender Management for the South East, with powers to move money between the constituent parts of the region, and with whom we have agreed next year's service level agreement
- the rising expectations of all public services and the priority of public confidence in the criminal justice system

Other current local factors include:

- some stabilisation of the increase in the prison population at least in part achieved by the plan within Thames Valley Probation to contribute to the Reduction in the Prison Population
- some apparent success in containing the workload demand from the courts and achieving a reduction in the number of short prison sentences and suspended sentence orders
- the completion of the first full round of Local Area Agreements with our partners across the Thames Valley area
- the production of local data to more accurately reflect need amongst the offender population of the Thames Valley, which is likely to show an increase in the need for employment and training opportunities
- the increased collaboration with Thames Valley Police in relation to Integrated Offender Management, building upon successful work with MAPPA and PPOs
- exploratory work with Hampshire Probation Board to maximise savings and efficiencies through joint ventures and services


Once again our priority has been to seek to ensure sufficient resources are allocated to offender management to support the priority of public protection and then to meet identified offender need through evidence-based interventions. We plan to broaden the scope of these interventions over the coming years, and take a more individualised approach to accessing the services that they need. We intend to review the ways in which we deliver supervision within offender management to more accurately reflect risk and need and impact.

The last year has been one of steady and sustainable improvement in almost every aspect of performance and this year's business plan should not only ensure that this progress is reflected in a successful application to become the Thames Valley Probation Trust, but also in providing confidence to our commissioners and our communities that we can continue to effectively reduce re-offending in the Thames Valley throughout the next four years.

In that way we can continue to assure the public that because of our work in Thames Valley there really is LESS RE-OFFENDING, and there really are FEWER VICTIMS. This business plan says how we intend to achieve this.



GERRY MARSHALL
CHIEF OFFICER



MALCOLM FEARN
BOARD CHAIR

2. Our Mission Vision and Values

MISSION

Our job is to protect the public in the Thames Valley and turn offenders away from committing further crime.

Working together with our criminal justice partners, local authorities, statutory and voluntary sector partners, faith and private sector organisations, we tackle offending behaviour by providing effective community sentences and by working with offenders released from prison on licence.

Our work to **reduce reoffending** involves supervision, managing unpaid work as community punishment, intervention programmes and enlisting appropriate support to enable improved outcomes for offenders. Our approach is based on individual assessments which actively recognise and respect diversity.

To **protect the public**, suitably experienced, supported and trained staff use rigorous risk management processes. We effectively enforce orders and licences to required, measurable standards. We work with local partners to support and protect the victims of crime.

In the **Thames Valley community**, by informing and working inclusively, we seek to retain the confidence of the local population and the support of community leaders, elected representatives, judges and magistrates. We work with commissioners and local providers to make the most efficient use of our collective resources in all aspects of our service delivery.

In essence, our mission is:

Less Re-offending, Fewer Victims

VISION

Thames Valley Probation will be a Trust which is recognised as high performing both by The Ministry of Justice and by other agencies

This means that :

- we will work effectively with other criminal justice agencies and partners to make our community safer
- we will make an integral contribution to the Thames Valley Local Criminal Justice Board's target of reducing crime by 10% by 2010/2011
- we will be the lead provider, commissioner and the partner of choice for other agencies in delivering local services to offenders and their victims
- we will achieve high standards of quality and performance throughout the whole organisation
- we will deliver value for money services
- our results will demonstrate our effectiveness and improve public confidence in everything we do
- our diverse staff will have confidence and pride in the organisation and their individual and collective achievements

VALUES

- We place service delivery and customer focus first in all that we do.
- We work with our partners to contribute to community safety, the social inclusion agenda and public protection.
- We are forward looking, responsive and proactive in dealing with the changing environment.
- We treat all people fairly, openly and with respect.
- We challenge attitudes and behaviour which result in crime and cause distress to victims.
- We promote equality of opportunity and value diversity in all aspects of our work.
- We encourage and foster innovation, creativity and continuous improvement and
- We will be fit for purpose and able to hold our own in a competitive world.

3. Our Key Strategic Priorities

In order to maximise our performance and service delivery within a framework of diversity and achieving efficiency and Value for Money, we have adopted the following business priorities for 2009/10:

1. To be a high performing 3* Probation Trust to protect the public and reduce re-offending
2. To maximise the benefits of working with external partners to manage demand, increase income, improve access to services and improve efficiency
3. To deliver effective processes, liaison and systems across the whole organisation
4. To become a nationally recognised lead provider of choice and to ensure all work is value for money driven
5. To have high quality support services required to achieve organisational aims and to work to a strategic direction with effective supporting business planning processes, quality management and sound leadership
6. To develop a confident, skilled, enthusiastic and diverse workforce with the capacity to innovate to achieve the mission

4. Actions to meet Strategic Priorities

Priorities will be addressed as follows:

1. To be a high performing 3* Probation Trust to protect the public and reduce re-offending
 - Ensure the continuous improvement of offender assessment, sentence and risk management planning.
 - To ensure improved offender compliance.

Collectively, the above will produce the foundations for improved and sustained performance into the future as changes occur.

2. To maximise the benefits of working with external partners to manage demand, increase income, improve access to services and improve efficiency
 - To refresh the Demand Management Strategy so as to focus on medium and high likelihood of re-offending and/or serious harm offenders.
 - To develop community engagement and partnership working, mobilising resources to improve offenders' community re-integration and service access.
3. To deliver effective processes, liaison and systems across the whole organisation
 - To develop services to Courts that ensure timeliness and maximise the proportion of FDRs and oral reports.
 - To ensure public protection and offender management activities all satisfy national Standards.
4. To become a nationally recognised lead provider of choice and to ensure all work is value for money driven
 - To ensure that business processes are mapped, implemented consistently and are effective.
5. To have high quality support services required to achieve organisational aims and to work to a strategic direction with effective supporting business planning processes, quality management and sound leadership
 - To ensure fit for purpose business planning and operational support.
 - To ensure that business processes are mapped, implemented consistently and are effective.
6. To develop a confident, skilled, enthusiastic and diverse workforce with the capacity to innovate to achieve the mission
 - To ensure the continuous improvement of OMUs and case specific teams.
 - To improve the extent to which activities and services meet the diverse needs of offenders or victims