

BUSINESS PLAN 2009/10

PRIORITIES

- 1. To provide support to boards and trusts that enables them to achieve trust status and be effective trusts.**
- 2. To develop and promote a collective vision for trusts on behalf of all boards and trusts. To influence the development of trusts in line with this vision.**
- 3. To implement a PR and communications strategy that promotes the work of probation boards and trusts externally and ensures members are up-to-date with the work of the Association on their behalf.**
- 4. To continue to provide effective services to boards and trusts in relation to employee relations, governance and central contracts.**
- 5. To produce strategies and arrangements for 2010 to 2013 that enable PA to meet members' requirements.**

OBJECTIVES 2009/10

Strategic Framework 2009/12	Objectives 2009/10	By date	Owner	Cost	Risk Register
To provide support to boards and trusts that enables them to achieve trust status and be effective trusts.					
Maintaining and enhancing the quality of local governance and the effectiveness of local probation services.	To assist boards and trusts to make decisions about, and manage the processes of, merger and collaboration by running a programme of events in response to their needs.	On-going	Nigel Spencer		R1
	To facilitate access for boards to change management consultancy.	On-going	Chas Dowden		
Contributing to the trusts development programme by helping design the future operating environment.	To have undertaken scenario planning against the likelihood of failed trust applicants and implemented action in response.				R1
	To increase the likelihood of boards becoming trusts, to facilitate access by boards and trusts to PIU expertise, advice and guidance through a written protocol.	June 09	Ian Fox		R2
Developing strategic alliances at national level with other organisations in order to influence policy and develop shared action.	To produce an analysis of the capacity of locally produced OASys reports to provide local stakeholders with postcode based intelligence on criminogenic needs.	July 09	Ian Fox		R3

Strategic Framework 2009/12	Objectives 2009/10	By date	Owner	Cost	Risk Register
	To produce a written analysis of board and trust engagement with key stakeholders at local and national level essential for increasing probation influence with local CDRPs, LAAs and LSPs.	July 09	Ian Fox		R3
<p>To develop and promote a collective vision for trusts on behalf of all boards and trusts. To influence the development of trusts in line with this vision.</p>					
Contributing to the trusts development programme by helping design the future operating environment.	<p>To have set out a vision for trusts, that is owned by boards and trusts, in a published Transition To Trusts project report.</p> <p>Continuously to review this vision to ensure that it adapts to changing circumstances.</p>	<p>May 09</p> <p>On-going</p>	Christine Lawrie		R3
Acting as a link between NOMS and members ensuring a member perspective informs trust development.	To have influenced policy by effectively promoting the Transition To Trusts project report to key policy and decision makers.	On-going	Christine Lawrie		R3
Promoting self-regulation.	To have achieved implementation of business flexibilities through engagement with key policy and decision makers.	On-going	Christine Lawrie		R3
	To champion members' interests through	On-going	Christine		

Strategic Framework 2009/12	Objectives 2009/10	By date	Owner	Cost	Risk Register
	the Probation Trusts Project Board.		Lawrie		R3
	To produce a written analysis of the impact of regulatory requirements on boards and trusts.	Dec 09	Ian Fox		R3
	To produce a written proposal for the essential regulatory requirements needed to demonstrate good governance, probity and compliance with contract requirements.	Dec 09	Ian Fox		
	To develop a project, jointly funded with NOMS, to help trusts put into practice best governance.	May 09	Christine Lawrie		R3
<p>To implement a PR and communications strategy that promotes the work of probation boards and trusts externally and ensures members are up-to-date with the work of the Association on their behalf.</p>					
Pursuing a programme of engagements with national and local politicians and senior civil servants to promote the views and interests of members.	To pursue with PCA the potential for joint public affairs work.	On-going	Neil Lampert		R1
Developing strategic alliances at national level with other organisations in order to influence policy and develop shared action.	To achieve effective engagement with key policy makers by producing and implementing a public relations strategy.	April 09 On-going	Neil Lampert		R3

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Maintaining a website containing resources on governance, information about PA and a notice board of general cjs information. Communicating with members about what PA is doing for them.	To have a website that meets the needs of members and the general public.	Summer 09	Neil Lampert		R1
Maintaining a high profile for probation in key arenas.	To promote PA to stakeholders and others by publishing a magazine on its work at least twice a year.	April 09	Neil Lampert		R1
Communicating with members about what PA is doing for them.	To keep members up-to-date with what the Association is doing for them by issuing monthly e-bulletins on its work.	On-going	Neil Lampert		R1
Supporting a respected professional voice.	To have jointly with NOMS designed and run the first national probation staff awards scheme.	Dec 09	Neil Lampert		R1
Maintaining a high profile for probation in key arenas.	To have increased the number of probation areas taking part in LCCS to 75%.	March 10	Neil Lampert		R1
To continue to provide effective services to boards and trusts in relation to employee relations, governance and central contracts.					
Taking the lead on employment issues	To produce a fit for purpose employee	Dec 09	Chas		

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with members, MoJ/NOMS and unions.	relations framework that supports the trust environment.		Dowden		R1
Representing members in national negotiations on pay and conditions.	To deliver the agreed outputs of the modernisation agenda joint working parties.	March 10	Chas Dowden		R1i)
	To ensure board and trust HR interests are effectively represented in the negotiating and consulting arena.	March 10	Chas Dowden		R1i)
	To commence discussions on any potential pay increases from 1/4/10.	Jan 10	Chas Dowden		R1i)
	To champion best practice in HR.	March 10	Chas Dowden/ Norma Beechey		R1
	To influence the development and implementation of the new Probation Qualifications Framework.	April 10	Mike Caldwell/ Chas Dowden		R1ii)
Acting as champion of best practice in governance, performance and innovation. Running seminars, conferences and other events.	To deliver governance improvements via a development programme as commissioned by boards and trusts.	On-going	Mike Caldwell		R1
	To ensure a board and trust perspective informs the SBC project through FORT.	On-going	Nigel Spencer		R1
Acting as the “intelligent customer”, protecting members’ interests in a competitive environment by ensuring a	To scrutinise the contract compliance of existing probation property management arrangements.	On-going	Mike Caldwell		

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member perspective on centrally provided services is represented to the Ministry of Justice and used by them to make improvements.	To scrutinise the contract compliance of the existing probation ICT arrangements and influence the implementation of the new NOMS ICT strategy.	On-going	Mike Caldwell		R1
To produce strategies and arrangements for 2010 to 2013 that enables PA to meet members' requirements.					
Providing support to boards and trusts to achieve the best in local governance, employment practice, commissioning and service delivery.	To formulate a strategy for 2010 to 2013 that has been developed by members, the Council and Board of Directors.	Dec 09	Christine Lawrie and Jo Whyte		R1
	To produce a financial plan to support the strategy.	Dec 09	Christine Lawrie and Duncan Gaskell		R2
	To have agreed PA's funding mechanism that will apply from 1.4.10 onwards.	Dec 09	Christine Lawrie and Jo Whyte		R2
	To have undertaken, and implemented the results of, a structural review, to ensure PA has arrangements that support its work and the delivery of the Business Plan.	March 10	Christine Lawrie and Chas Dowden		R1
	As far as possible to have formulated indicative costings for the activities in	July 09	Christine Lawrie		

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	the Business Plan.		and Duncan Gaskell		R2

ANNEX A - PA POSTHOLDERS

Christine Lawrie	Chief Executive
Norma Beechey	HR Manager
Mike Caldwell	Governance Services Manager
Chas Dowden	Employment Relations, Pay & Policy Manager
Ian Fox	Policy Development Manager
Duncan Gaskell	Accountant
Neil Lampert	PR & Communications Manager
Nigel Spencer	Projects Manager
Jo Whyte	Board Secretary