

## Three-Year Strategic Framework 2009-2012

### Statement of Purpose

The Probation Association is the employers organisation, working with, and on behalf of, probation boards and trusts. It is the collective national voice, shaping and influencing opinion, policy and practice and promoting the work of probation services in the delivery of justice and community safety. It provides support to boards and trusts to achieve the best in local governance, employment practice, commissioning and service delivery.

It achieves this through:

#### **A respected, influential and authoritative voice**

##### **Maintaining a high profile for probation in key arenas**

- Pursuing a programme of engagements with Ministers, politicians in the Houses of Commons and Lords and the Welsh Assembly, the LGA and Welsh LGA, and senior civil servants, to promote the views and interests of members
- Developing strategic alliances at national level with other organisations in order to influence policy and develop shared action where that will be more effective than acting alone
- Continuing to sponsor the Local Crime Community Sentence (LCCS) programme as the main focus for educational engagement with the public about community sentences
- Co-ordinating public campaigns and lobbying as mandated to do so by members

##### **Supporting a respected professional voice**

- Maintaining an alliance with the Probation Chiefs Association and working collaboratively as appropriate on national issues

##### **Achieving an effective national media presence**

- Pro-active media engagement, developing and maintaining positive links with national media
- Providing spokespeople from PA or members on national issues
- Providing a national response to key national announcements and developments
- Promoting results of PA surveys

## **Exemplary employee relations that enable boards and trusts to be excellent employers**

### **Securing the employers' interests through national collective bargaining**

- Representing members in national negotiations on pay and conditions, reflecting the intention in the current legislation and the Offender Management Act that national pay rates and conditions should be maintained
- Providing the Employers' Side, Secretariat and treasury functions to the National Negotiating Council (NNC) and the Standing Committee for Chief Officer Grades (SCCOG)

### **Ensuring competitiveness in the market by providing HR services that help members maintain the highest standards of staff training, development and care**

- Providing advice, directing members to other sources of information, including other members, or undertaking research on their behalf
- Taking the lead on employment issues with members, MoJ/NOMS and unions
- Collecting and disseminating workforce information
- Engaging with members on diversity, Health & Safety and other legal responsibilities
- Co-ordinating management development
- Developing and maintaining the new probation staff qualifications and training programmes, in conjunction with training providers, including post-qualification
- Providing an intelligent customer function in relation to practitioner regulation
- Advising MoJ/NOMS on board chair recruitment

## **Maintaining and enhancing the quality of local governance and the effectiveness of local probation services**

### **Contributing to the development of trusts**

- Acting as the link between NOMS and members, ensuring a member perspective informs trust development. Contributing to the trusts development programme by helping design the future operating environment
- Acting as a link between the first and second wave group and members to inform third wave trust development

### **Acting as a champion of best practice in governance, performance and innovation**

- Researching best practice, performance improvement ideas, including innovations
- Setting up and maintaining a data-base of best practice and performance improvement
- Providing advice, directing members to other sources of information, including other members, or undertaking research on their behalf
- Evaluating the outcome of improvements and innovation

### **Acting as the “intelligent customer”, protecting members’ interests in a competitive environment by ensuring a member perspective on centrally provided services is represented to the Ministry of Justice and used by them to make improvements**

- Supporting ongoing contract management and representing members in the review of national or regional contracts
- Researching member experiences of nationally or regionally provided services, and engaging with the centre in response
- Maintaining a watching brief on finance, commissioning and contracting issues and making representations to NOMS based on consultation with members
- Seeking to ensure, where relevant, that services and contracts meet the specific requirements of Wales and England

### **Reducing the regulatory burden**

- Promoting self-regulation
- Providing an intelligent customer perspective on the Integrated Probation Performance Framework

### **Well informed members who exercise good governance and promote leadership**

#### **Communicating with members about what PA is doing for them and providing a “gateway” to information about governance, probation and the wider criminal justice world**

- Maintaining a web-site containing, for example:
  - a resource library on governance for members
  - information about PA activity
  - a notice-board of criminal justice news and general information
- Providing timely information about national human resources and employee relations issues
- Running seminars, conferences and other events.