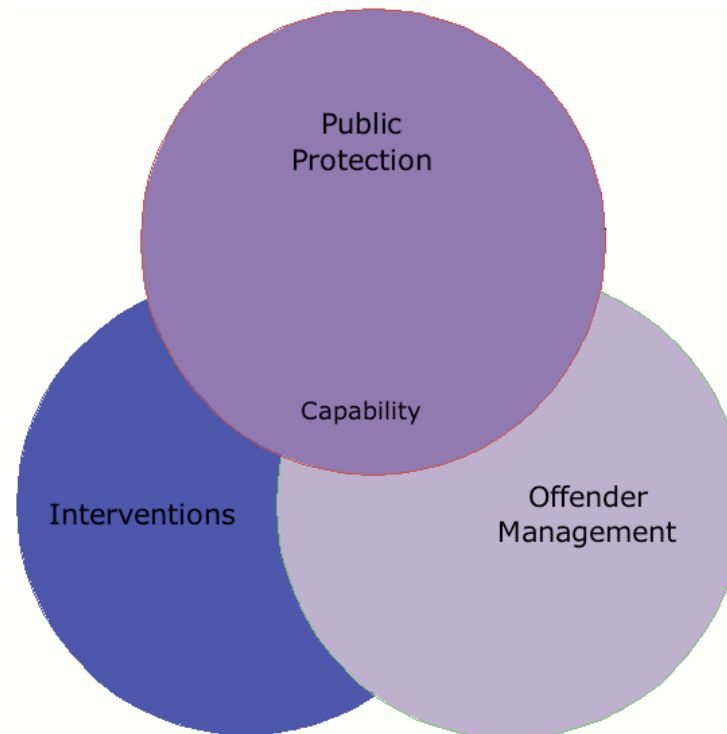




Ministry of
JUSTICE

Merseyside Probation Trust Annual Plan 2009/10



Foreword and Introduction

This is the Trust's second annual plan and is written at a very challenging time for the nation and the Trust as the economic recession tightens with a significant impact on public sector spending and worries about a possible increase in crime.

The progress report section of the plan illustrates a successful first year for the Board and staff of the Merseyside Probation Trust during which we have started a major restructuring of our organisation; reducing costs and focusing on performance which will stand us in good stead as we manage the significant budget reductions over the next three years. The restructuring also provides firm foundations on which we can build Local Delivery Units for Offender Management which is one of our key priorities in 2009-2010. Local Delivery Units will be led by empowered senior managers who will work even more closely with local partners and communities to ensure that probation plays its fullest part in local strategies to reduce re-offending and protect the public.

Merseyside was successful in becoming one of the first six probation trusts established in April 2008. The Trust board has continued to develop its capability since then recruiting new members from the private and third sectors with commercial experience. Sub committees have been reviewed and new joint working groups of members and staff convened to address diversity, business development and local accountability. The Chief Executive and Chair have continued to work closely with NOMS in developing the Probation Trust model often representing the First Wave Trusts at meetings and in negotiations.

Since April 2008 the establishment of the new National Offender Management Service Agency (NOMS) has brought a new vision for the design and operation of Trusts and during 2009-2010 existing Trusts must demonstrate that they meet the new criteria. We are pleased to do so, believing that our new organisation and performance capabilities meets the new vision and that we are the best organisation to provide probation services in Merseyside.

If NOMS assesses that the Trust does not meet the new criteria it will make alternative arrangements for the provision of services from April 2010. We do not believe that this will happen but if it does our partners and the communities of Merseyside can be assured that the Board will work to ensure a seamless transition to the new arrangements.

Further priorities for the Board and officers of the Trust in the year ahead include improving performance and efficiency still further, developing our IT and buildings, embedding our new Single Equality Scheme and supporting and developing our managers in their new roles. We look forward to reporting good performance to you next year on all these objectives.

Tribute is due to our staff without whose work, skill, commitment and cooperation the Trust could not achieve its objectives or make such fundamental changes. We thank them and look forward to working with them during the challenging year ahead.

Linda J Bloomfield
Chair

John Stafford
Chief Executive

Purpose of Document

This Plan summarises the key priorities and targets for the Trust in 2009-2010. It meets the statutory requirement on the Trust to produce a plan which enables the Ministry of Justice and the public to be assured that the Trust is properly setting out to deliver the probation services contracted to it and enables our performance to be reviewed.

Our Vision Mission and Values

Our Vision

Merseyside Probation Trust will be an excellent, innovative provider and commissioner of probation services and an influential voice in Merseyside and on the national scene.

Our Mission

Our purpose is to transform the lives of offenders, deliver the sentences of the courts and to protect the public and the interests of victims. In so doing we contribute to the reduction of reoffending, the confidence of people as they go about their everyday lives and to increased community confidence in the criminal justice system.

Our Values

Underpinning all our actions are our beliefs;

- in the capacity of people to change for the better
- that people should be held responsible for their actions;
- in the individual rights of citizens;
- that it is the joint responsibility of all members of the community to combat crime and social breakdown
- that legal intervention in the lives of individuals should be guided by what works and be the minimum necessary to protect the public, manage risk and reduce reoffending
- that improper discrimination against individuals and groups takes place and we have a responsibility to do all we can to prevent it
- in openness and integrity in all that we do.

In developing our organisation we also recognise that the Trust;

- must work in partnership with other agencies to achieve its objectives
 - can always improve its performance
- and
- that the Trust can achieve nothing without its staff and we are committed to nurturing their development and potential

Living these values will translate into doing what is best for Merseyside in our work with offenders, victims and the community and living them in our work with staff will enable us to build an inclusive organisation where people can work with pride. We believe that these values will enable us to create trust and confidence and achieve positive results, retaining our resolve throughout and persevering through challenging times.

Progress Report against 2008/09 Plan

Since becoming a First Wave Trust on 1st April 2008, Merseyside Probation Area has been undergoing rapid transformation. There has been major investment in developing our internal capacity: our Information and Communications Technology (ICT) infrastructure has been renewed bringing about a greater stability and reliability and we have been able to develop an ICT based real time performance reporting system for all staff and managers for the first time, ridding us of the need to have time consuming duplicate and triplicate manual inputting. This has contributed, alongside other measures such as full staff briefings to the improvement in performance on national targets and a real change in culture resulting in further embedment of performance management within the organisation. We have also invested in developing other technological systems around HR and finance to provide the information we need to manage effectively for the future. Our property infrastructure has also been improved with work undertaken on several of our centres and we have gained approval to move to a new Knowsley Centre in 2010 to bring us closer to the vision of our property strategy for Merseyside. Merseyside has invested heavily in the course of 2008/09 in moving to a new case management system – Delius, with extensive staff training it will be operational from April 2009.

The Trust has embarked a major restructure which will begin to take effect from April 2009 and be completely embedded by March 2010, the features of the new structure are echoed in the KPMG¹ report. This involves, amongst other features, the integration of the administrative function directly into the case management line structure and the creation of local delivery units, headed up by Assistant Chief Officers. These are based upon local authority areas, coterminous with Police Basic Command Units, Courts and National Health Service Primary Care Trusts, to enable Probation to be able to work more closely with local partners and communities to reduce re-offending and protect the public. The new structure has slimmed down management and will contribute to the substantial savings required of Probation in the coming years.

¹ This is a report from a group of consultants commissioned by NOMS which contains proposals for the future structure of Probation Trusts to make them more efficient and more locally accountable.

In service delivery terms as well as achieving 'green' status in relation to our targets, we have continued to innovate. We have gained a Butler Trust Award for the Sefton Prolific Offender Scheme to add to our record breaking total of eight such awards in the previous two years. The North Liverpool Community Justice Centre remains a national exemplar and we have added to the innovation there in an exciting fast track Community Payback scheme. To improve community engagement and public confidence community payback is available in three Pioneer schemes in Merseyside, with higher visibility and we have strengthened our engagement with local sentencers. The unique Resettle project for those with a Personality Disorder has become operational and we have engaged in new initiatives to tackle violent crime and gun and gang crime with our partners. We have strengthened our involvement in the Together Women Project for women offenders and in schemes for mentally disordered offenders and offender health.

The Trust remains fully committed to improving the efficiency and effectiveness of the criminal justice system through its involvement in the Merseyside Criminal Justice Board which has Beacon status and the CJSSS initiative². It has contributed to the largest fall in recorded crime of any Area nationally for the second year in succession.

And finally, the Area has contributed fully to sharing our learning about Trust developments at national level and in national groups on amongst other topics resourcing, property and offender management, as well as developing an operational capacity model with other metropolitan areas. At regional level, we have led work on unit costing and engaged in developing Best Value.

We move to a new business year committed to making Merseyside a better place.

John Stafford
Chief Executive Officer.

² This initiative, known as Simple, Speedy, Summary Justice aims to improve the way cases are managed and dealt with, focussing on the methods that make the justice system work well.

Business Metrics

Sentencing Profile – All Courts on Merseyside 1997 to 2007(latest available)

Sentence	Merseyside											E & W
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2007
Total Sentenced	41869	42468	36472	40614	41437	44319	49778	48609	45525	37814	40931	1414742
Immediate Custody	3335	3650	3633	3803	3469	3599	3765	4011	3876	3525	3386	95,206
%	8.0%	8.6%	10.0%	9.4%	8.4%	8.1%	7.6%	8.3%	8.5%	9.3%	8.3%	6.7%
Ave. Length of Custody	11.9	11.5	10.7	10.6	11.8	12.6	13.2	12	11.7	12.7	13.7	15.2
Community Sentences	4722	4728	4236	4450	5179	5499	6612	7617	6899	5777	6875	196424
%	11.3%	11.1%	11.6%	11.0%	12.5%	12.4%	13.3%	15.7%	15.2%	15.3%	16.8%	13.9%
Fines	32098	30846	25452	26754	25302	27270	31723	32454	29163	28313	25388	941,534
%	76.7%	72.6%	69.8%	65.9%	61.1%	61.5%	63.7%	66.8%	64.1%	74.9%	62.0%	66.6%
Suspended Sentence	62	79	50	50	44	41	40	60	188	864	1316	40688
%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.4%	2.3%	3.2%	2.9%
Other	4536	4302	3944	3992	4172	4550	5348	4801	4041	3839	4186	140890
%	10.8%	10.1%	10.8%	9.8%	10.1%	10.3%	10.7%	9.9%	8.9%	10.2%	10.2%	10.0%

Following 3 years of decline in the numbers sentenced at both Magistrates' and Crown Courts on Merseyside 2007 saw a rise of approximately 3000 over the previous year, however the total is still the lower than each of the preceding years back to 2001. Despite this overall increase the numbers going into custody fell for the third year in succession, however a custody rate of 8.3% is still considerably higher than the national average of 6.7%. The number of Suspended Sentences continues to rise with 1316 in 2007 compared to 60 in 2004, such sentences may require supervision by probation and therefore need to be considered alongside the Community Orders to gain a complete picture of the number of new cases being supervised each year. The number of Community Orders made increased back to 2005 levels following a decrease from a high of 7617 in 2004 over the subsequent 2 Years. The number of Community Orders made on Merseyside in 2007 was more than 2000 more than were made 10 years earlier in 1997, and represents 16.8% of those sentenced compared to the national average of 13.9%. Having

said that there are now almost 7000 fewer fines than there were 10 years ago, some of this decline will have been as a result of an increased use of Fixed Penalty Notices which are not included in these sentencing statistics. However some may well be due to the 'additional' Community Orders coming from the lower end of the sentencing spectrum. Based on the above trends we project a 5% increase in those sentenced in 2008 and will plan for a similar increase in 2009 with the proportion receiving a Community Order remaining at 16.8%.

Finance and Staffing Profile

The planned budget for 2009/10 is as follows:

Narrative	2009/10 £ million
Employees	25.6
Premises	3.1
Transport	0.3
Supplies & Services	2.2
Agency & Contracted	0.8
Miscellaneous	2.8
	34.8
Income	-3
Net Budget	31.8

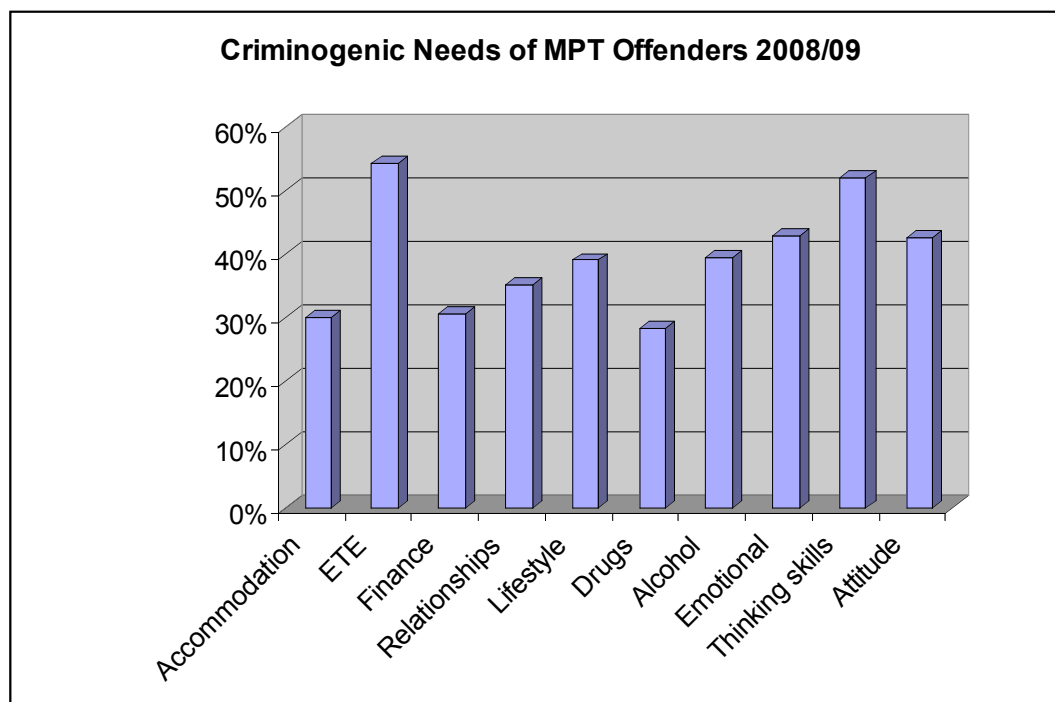
Staffing Profile as at the start of 2009/10 is as follows

Grade	Activity (FTEs)		
	Offender Management	Interventions	Support
Chief Officers	7.0	1.5	4.5
Senior Probation Officers	34.0	7.0	2.4
Probation Officers	232.2	12.4	2.0
Probation Services Officers	103.9	110.0	1.0
Trainee Probation Officers	29.0	0.0	0.0
Administrative	166.7		55.9

Planning Assumptions (1)

Needs based on OASys³ Analysis

During the most recent 12 month period prior to the preparation of this plan, from 1st February 2008 to 31st January 2009, Merseyside Probation Trust undertook OASys assessments on 7169 offenders under our supervision. Data from these assessments enable us to identify the criminogenic needs of these offenders. The relative proportions of those with each of the criminogenic needs scoring above a threshold level to indicate that it requires addressing is shown below.



More than half of all offenders assessed were identified as having needs around Learning and Employability (ETE) which were impacting on their offending behaviour, and a similar proportion required issues to do with their Thinking Skills addressed. Alcohol related offending was prevalent amongst 39% of offenders, with Drug related offending being an issue for 28% of offenders. Attitude, Lifestyle, Emotions and Relationships were all issues for between 30% and 40% of offenders. Approximately 30% of offenders had issues relating to their Accommodation and their Financial situation which were impacting on their offending behaviour. As indicated above these needs require addressing as part of the offenders sentence in order to lessen the risk of them re-offending and hence MPT seek to offer interventions to address all of these needs and these are discussed in the Capacity section of this plan.

³ OASys is the Offender Assessment System which is used by Offender Managers to assess levels of risk of harm, risk of re-offending and the nature of criminogenic needs.

Planning Assumptions (2)

Demand – Volumes

Activity	Contracted Volume 2008/09	Projected Outturn 2008/09	Projected Demand 2009/10
Offender Management			
Tier 1 Cases Commencing ⁴	1676	2128	2234
Tier 2 Cases Commencing	1101	1415	1486
Tier 3 Cases Commencing	2910	3729	3915
Tier 4 Cases Commencing	814	1049	1101
Pre-Sentence Reports (Standard) Delivered	5727	4170	3200
Pre-Sentence Reports (Fast) Delivered	1500	2600	3900
Victims Contacted ⁵	403	410	420
Interventions			
Unpaid Work Hours Delivered	280036	280000	280000
Approved Premises Bed Spaces Provided	69	69	69
ASRO (Addressing Substance Related Offending) Completions	124	127	130
CALM (Controlling Anger & Learning to Manage) Completions	19	21	35
CDVP (Community Domestic Abuse Programme) Completions	138	178	180
N-SOGP (Northumbria SOGP) (Completions	12	13	19
Drink Impaired Drivers Programme Completions	87	122	117
TF (Think First) / TSP (Thinking Skills Programme) Completions	124	177	168
Against Human Dignity Completions	24	28	24

⁴ The Tiering of cases is based on an amalgam of their risk of harm, risk of re-offending and the requirements within their sentence – a higher tier means higher risk and more complex sentence

⁵ The projected outturn for Victim Contact is based on only two quarters of information due to the 8 week period for contact to be made, for all other categories it is based on three.

Planning Assumptions (3)

Capacity to meet demand

In order to address the various criminogenic needs identified through the analysis of OASys assessments Merseyside Probation Trust has put in place a range of interventions to supplement and complement the work done in supervision by Offender Managers. MPT utilises a mixture of its own resources and external funding to staff an Employment Training and Education (ETE) Unit and an Accommodation Unit to address those particular needs, it also co-funds with the Legal Services Commission a Welfare Benefit and Debt Advice Service for offenders with issues relating to their Finance. Within the Area Interventions Unit there is a Programmes Team that deliver a range of General and Specific Accredited Offending Behaviour Programmes to address deficits in Thinking Skills and offender Attitudes in General and those of Sex Offenders and perpetrators of Domestic Violence in particular. The Unpaid Work (UPW) Units within Interventions have supervisor capacity, both in terms of numbers and skills, to provide placements to deliver the requisite number of hours of unpaid work / community payback. A joint venture between the ETE Unit and the UPW Units provides capacity to allow relevant offenders to use 20% of their UPW hours for learning and employability activity. Within each of the Local Delivery Units there are teams of Offender Managers specialising in work with offenders on Drug Rehabilitation Requirements, these officers are co-located with colleagues from Health and Drug Treatment Agencies. In addition to offering the Addressing Substance Related Offending (ASRO) and the Drink Impaired Drivers (DID) Accredited Programmes to offenders with Alcohol related offending MPT also offers the Alcohol Treatment requirement in 3 of the 5 Local Delivery Units, with delivery currently being developed in partnership with Primary Care Trusts in the other two. In addition Offender Managers can deliver the one to one programme Alcohol Choices and Change either as part of Supervision or as Specified Activity Requirement to offenders with alcohol issues. MPT have also placed specialist staff to work with colleagues from the Police Service in Prolific Offender Units where they deal with offenders at the highest risk of re-offending. A further recent innovation has built capacity for dealing with Violent offenders in Liverpool, with offender management staff seconded from the Trust and Merseyside Police into a newly created multi-agency Violent Offender Unit. Within the supervision requirement contained within most Community Orders Offender Managers are able to provide inputs to address issues around Relationships, Emotions, Attitudes and Relationships as well as reinforcing learning from the interventions addressing other needs as appropriate.

Merseyside Probation Trust in partnership with the other large Metropolitan Areas have been developing an Operational Capacity Model, which currently includes modules for Offender Management, Court Work, Unpaid Work and Accredited Programmes. It is still early days in terms of the application of this model, however an initial analysis of the levels of demand for new commencements

and reports in 2009/10, and taking account of the finance and staffing profile assumptions stated above, indicate that there is sufficient Offender Management capacity to meet these demands. Similarly the model indicates that the way in which the Trust has been able to staff its Unpaid Work, Courts and Programmes operations, based on the finance and staffing assumptions, is sufficient in 2009/10 to meet the demand that will be made of them from the courts and to meet the target volumes agreed with the DOM.

Operational Objectives 2009/10

Targets and Performance

Operational Targets and Performance (1) Domain / Measure	Description	Target 09/10
Public Protection		
Reduce Re-Offending	To achieve a positive statistically significant difference between predicted and actual rates of reoffending	
NS Public protection	To manage cases across a basket of National Standards related to Public Protection	90%
Parole Assessment Reports	To produce reports within the timescale laid down in national Standards	90%
Licence Recall Requests	Proportion of recalls that are submitted to PPCS within 24 hours of the decision to recall	90%
OASys Tier ¾ and PPO	The proportion of OASys initial and review Assessments which are undertaken within the timescales laid down by national Standards	90%
Offender Management		
NS Offender Management	To manage cases across a basket of National Standards related to Offender Management	
Orders/Licences Successfully Completed	Proportion of all terminations that are for successful reasons	71%
Accommodation at Termination	Proportion of offenders in suitable and stable accommodation at the point of termination of an order or licence (as recorded on OASys)	80%
Appointments Attended	The proportion of planned appointments attended by offenders	85%
End to End Enforcement	The proportion of breaches dealt with in 25 days of the incident which triggers breach action.	62%
Court Report Timeliness (exc RIC)	Proportion of Court Reports (excluding RICs) that are delivered within the timescales laid down by National Standards	90%
RIC Reports for Magistrates' Courts	Proportion of Court Reports to magistrates' Courts on those RIC that are delivered in the timescales laid down by national Standards	90%
Enforcement	Proportion of cases that are enforced within 10 days of the incident which triggers breach action.	90%
Victim Contact	The proportion of victims meeting the criteria laid down in National Standards who are contacted.	90%

Operational Targets and Performance (2) Domain / Measure	Description	Target 09/10
Interventions		
NS Interventions	To manage cases across a basket of National Standards related to Interventions	90%
Sex Offender Programme – Completions	The number of Sex Offenders who complete the N-SOG programme. offenders	19
Sex Offender Programme – Completion Rate	The proportion of those who start the N-SOG programme who complete	70%
Domestic Violence Programme – Completions	The number of Domestic Violence perpetrators who complete the CDVP programme	180
Domestic Violence Programme – Completion Rate	The proportion of those who start the CDVP programme who complete	67%
GOB Programmes – Completions	The number of offenders who complete the General Offending Behaviour programmes	450
GOB Programmes – Completion Rate	The proportion of those who start the General Offending Behaviour programme who complete	65%
ATR – Completions	The number of offenders who complete the Alcohol Treatment Requirement	75
ATR – Completion Rate	The proportion of those who start the ATR who complete	45%
DRR – Starts	The number of Drug Rehabilitation Requirements starting	629
DRR – Completions	The number of offenders who complete the Drug Rehabilitation Requirement	250
DRR – Completion rate	The proportion of those who start the DRR who complete	50%
UPW– Completions	The number of offenders who complete their UPW hours	1650
UPW– Completion rate	The proportion of those who start an UPW Requirement	75%
UPW – Stand Downs	The proportion of UPW hours lost due to offenders being stood down either in advance or on the day	1.5%
PPO Drug Testing	The proportion of appropriate PPO cases that are subject to the required drug testing	90%
Sustained Employment	The number of offenders gaining employment and sustaining it for 4 weeks.	434
Employment at Termination	The proportion of offenders who are in employment at the point of termination (as measured by OASys)	40%
Education Referrals	The number of offenders referred to education providers	650
Operational Capability, Resource Use & Strategy		
Sickness Absence	The average number of days lost per employee due to sickness absence	10.5

Operational Priorities

Merseyside Probation Trust provides a comprehensive set of services to offenders and their communities across Merseyside with the overarching aims to reduce re-offending and to protect the public in those communities. On a day to day basis those services are delivered to a range of offenders by our offender managers, interventions staff and our partners, all working to a set of National Standards and the targets referred to above. We will work with partner agencies within the Criminal Justice community and the Local Authorities on Merseyside to contribute to, and achieve synergy with, their strategic plans for 2009/10. For the purposes of this Plan the Trust Board has identified the following as particular priorities for the coming year on the basis of an assessment of required developments, improved performance or increased capability.

1. Local Engagement and Accountability

- i. The newly appointed Local Delivery Unit leaders will establish models of operation within their Local Delivery Units to ensure highest levels of performance and delivery whilst retaining consistency across the Trust. [By June 2009]
- ii. The newly appointed Local Delivery Unit leaders will establish models of influencing the commissioning of interventions across the Area to address their local needs. [By December 2009]
- iii. The newly appointed Local Delivery Unit leaders will establish effective working relationships with local stakeholders using existing frameworks to best effect. [By September 2009]
- iv. The Area Interventions Unit will build on the work undertaken in the Pioneer areas to establish an effective model to properly consult with local communities over relevant aspects of Community Payback Schemes. [By September 2009]
- v. LDU leaders will contribute to the development of Integrated Offender Management arrangements as they become established as led by the Local Criminal Justice Board. [By March 2010]
- vi. Protocols will be developed at a Trust level with the Courts to enable the Trust to manage the demand for community based sentences. [By December 2009]

- vii. The Trust will fully contribute to the delivery of The Merseyside Criminal Justice Board's Business Plan 2009/10, taking ownership of relevant objectives [By March 2010]
- viii. A review of the effectiveness of arrangements within each LDU for engagement with local partners will be undertaken. [By March 2010]

2. Operational Performance

a. Public protection

- i. The OASys timeliness targets for all Tiers will be achieved in 90% of cases
- ii. The OASys Quality targets for all relevant Tiers will be achieved in 90% of cases (once introduced).
- iii. The Licence Recall process will be reviewed in the context of all ACOs now taking responsibility for this activity (following restructure into LDUs) and the need to make improvements in performance against the timeliness targets [By April 2009]
- iv. The PAROM report processes will be reviewed in the context of all ACOs now taking responsibility for this activity (following restructure into LDUs) and the need to make improvements in performance against the timeliness targets [By April 2009].
- v. The SMT will continue to receive reports on SFO incidents and learning points will be published and shared with the Board at least twice during the year.
- vi. Safeguarding Children arrangements will be reviewed in context of all ACOs now taking responsibility for this activity (following restructure into LDUs) [By April 2009]
- vii. The Trust will implement the necessary arrangements to enable use of and contribution to ContactPoint as required by the Local Authorities on Merseyside [By March 2010].

b. Offender Management

- i. The Trust will meet or exceed the overall completion target for Community Orders and will meet or exceed the specific completion targets for DRRs, ATRs and UPW.
- ii. The Trust will improve Sentence Plan Outcomes compared to 2008/09 performance and demonstrate successful delivery of the sentence of the court.

- iii. The Trust will undertake Best Value review of the Victim Information Service as required [By March 2010]
- iv. The requirements of Offender Management Phase 2 and 3 will be embedded and complied with in 90% of cases [By September 2009]
- v. The Trust will achieve the Specification Benchmarking and Costs project related savings identified for court services.[By March 2010]

c. Interventions

- i. The newly appointed Area Interventions Unit leaders will establish effective models of operation internally and in relation to the Local Delivery Units. [By June 2009]
- ii. The Trust will meet or exceed Employment targets for offenders in employment at termination, and the numbers entering sustained employment.
- iii. The Trust will achieve the Specification Benchmarking and Costs project related savings identified for Unpaid Work. [By March 2010]
- iv. The Trust will undertake Best Value review of Unpaid Work as required [By March 2010]
- v. The Area Interventions Unit will Implement the Thinking Skills Programme to replace Think First [By April 2010]
- vi. Each Local Delivery Unit will ensure that at least 90% of offenders from their Unit who commence an Accredited Programme Requirement meet the relevant criteria to go onto that Accredited Programme.

3. Use of Resources

- i. The Trust will ensure that in the absence of a Budget Exchange Scheme that the budget 2009/10 is fully committed and that all expenditure is geared towards enabling operations in this financial year and within a reduced budget in future years.
- ii. The Trust will work in partnership with then other large Metropolitan Areas and Trusts to fully implement [By June 2009] and further develop the Metropolitan Areas Capacity Model.
- iii. The Trust will undertake the planning necessary to bring the new Knowsley Centre into operation in 2010/11 [By March 2010]

- iv. The Trust will undertake the Technology Upgrade as part of the OMNI-T programme, and prepare for Area Migration from the Local Data Centre to the National Data Centre, in line with the timetable set down by NOMS ICT.
- v. The Trust will enhance the capability of the discrete IT systems (Delius, OASys, IAPS, Resource Link, Capacity Model) through systems and process integration [By March 2010]
- vi. The Trust will further develop the use of Delius to ensure that all available functionality is being appropriately utilised [By March 2010]
- vii. The Trust will develop the performance reporting tools to enable full measurement at different geographic levels to support the Local Delivery Unit structure [By June 2009].
- viii. The Trust will maintain and further develop as necessary the use of the Diversity Grid as a means of identifying and addressing issues of equity in service delivery as part of the Single Equality Scheme [By March 2010]
- ix. The Trust will enhance the level of resource availability through a reduction in sickness levels (which will increase front line resource and free up management resource involved in ARM process) by 50% [By March 2010]

4. Organisational Capability

- i. The Trust Board will work closely with staff to realign the Trust's structure and plans with the new NOMS trust requirements and will apply to realign with the new criteria for Trusts. [By May 2009]
- ii. The Board will review governance arrangements and further develop the Board and its members with a particular focus on diversity and sentencing.
- iii. The Trust will establish a relationship with incoming DOM and establish the Trust's role in the new commissioning structure [By June 2009]
- iv. The Trust will embed the Commissioning Strategy developed in 2008/09 and the Board's Business Development Working group will develop a mechanism for the review of required services which will challenge current models of delivery and aid the planning for delivering new services and models of delivery in 2010/11 [By September 2009]
- v. The Trust will implement [By April 2009] and embed its Single Equality Scheme and, progress and monitor priorities identified for 2009/10 through the oversight of the Board's HR and Diversity Panels [By March 2010]
- vi. The Trust will review the roles and responsibilities of middle managers to enhance Local Delivery Unit and Area Interventions Unit performance [By September 2009]

- vii. The Trust will establish a Performance and Quality Improvement Unit to an agreed Terms of Reference and within the current staffing establishment [By September 2009]
- viii. The Trust will exercise tight budgetary control through Board scrutiny to ensure that expenditure during year meets budget requirements.
- ix. The Trust will develop a model of delegated budgets which balances local autonomy and central budgetary control of Local Delivery Units, the Area Interventions Unit and Area Support Services [By March 2010]
- x. The Trust will undertake a Training Needs Analysis for Management Grades to ensure that the skills required for excellent levels of performance from 2010/11 onwards are available [By December 2009]
- xi. The Trust will undertake a Training Needs Analysis of front line staff to ensure that they have the appropriate skills to undertake their duties within the restructured organisation [By December 2009]
- xii. The Trust will consider the outcomes of the Regional Best Value review of Training and Staff Development [By June 2009] and implement recommendations as appropriate [By March 2010]
- xiii. The Trust will maintain standards of employee relations especially with regard to restructuring which should follow established models.
- xiv. The Trust will complete and publish a revised contract framework. [by March 2009]
- xv. The Trust will establish the benefits and feasibility of further shared services with other Probation Trusts [By March 2010]

Timetable

See individual objectives above.