

BUSINESS PLAN 2010/11

STRATEGIC OBJECTIVES FOR 2010-13

- **TO BE THE RESPECTED, INFLUENTIAL AND AUTHORITATIVE VOICE FOR PROBATION**
- **TO ENABLE BOARDS AND TRUSTS TO BE EXCELLENT EMPLOYERS**
- **TO ENHANCE THE QUALITY OF LOCAL GOVERNANCE AND COMMISSIONING AND THE EFFECTIVENESS OF LOCAL PROBATION SERVICES**

Strategic Objectives 2010-13	Deliverables 2010/11		Actions Reference	Risk Reference
To be the respected, influential and authoritative voice for probation:				
maintaining a high profile for probation in key arenas and influencing national and local politicians and policy makers	1.	Help trusts to build their local profile with key local stakeholders, media and partners by providing PR/Communications support and advice	1 a) & b)	
	2.	Positively influence policy formation by maintaining and further developing PA's links with politicians of all main parties	2 a), b), c) & d)	
	3.	Influence the development of trusts by maintaining and further developing relations with national stakeholders, including NOMS	3 a), b) & c)	
	4.	Further develop trusts' potential for public engagement/PR through the continued development of the Local Crime: Community Sentence (LCCS) project	4 a)	
Supporting the PCA as the respected	5.	Ensure the Memorandum of Understanding with PCA	5 a), b), c)	

professional voice		continues to be implemented	& d)	
Achieving effective national media engagement	6.	Achieve an appropriate media presence by proactively targeting specific media/journalists	6 a)	
	7.	Ensure consistency of message by working collaboratively with national and local stakeholders	No separate action	
To enable trusts to be excellent employers:				
securing the employers' interests through national collective bargaining	8	Ensure trust ER interests are effectively represented in the negotiating and consulting arena	8 a), b) & c)	
	9.	Under the auspices of the NNC and SCCOG, implement the 2010/11 pay agreement	9 a) & b)	
	10.	Negotiate a pay deal as mandated by members	10 a)	
provide HR services that help members develop local policy and deliver high standards of staff training, development and care	11.	Jointly with the trades unions, implement the Management of Change Protocol	11 a)	
	12.	Provide members with advice and support on HR and ER issues	12 a)	
	13.	Represent member interests to NOMS in relation to the implementation of the Probation Qualification Framework (PQF) and on the Probation Qualifications	No separate action	

		Assurance Board (PQAB)		
To enhance the quality of local governance, commissioning, innovation and local service delivery				
contributing to the development of trusts	14.	Keep members informed and promote the work of trusts by producing effective and relevant internal and external communications	14 a)	
	15	Enable trusts to operate more effectively by leading on the localism agenda and providing relevant help, training and support to members	15 a) to f)	
	16.	Develop remuneration and performance review arrangements for trust chairs and members and promote them to NOMS	No separate action	
championing and supporting best practice in governance, commissioning, innovation and local service delivery	17.	Provide members with a programme of organisational development services	17 a) to h)	
promoting self regulation	18.	Support trusts in achieving greater business freedoms and flexibilities	18 a) & b)	