

**ESSEX PROBATION
THREE YEAR STRATEGIC PLAN
2010-2013**

ESSEX PROBATION STRATEGIC PLAN 2010-2014

Essex Probation is a leader in the criminal justice field. We are an effective, efficient organisation and our services protect the communities of Essex by reducing reoffending while delivering community punishment and rehabilitation to offenders.

1. Essex in Context

Essex has a population of around 1.66 million, residing in its 12 district and borough councils and the two unitary authorities of Southend-on-Sea and Thurrock. It is the sixth most populous county in England with the second-largest population of any non-metropolitan county after Kent, making up a quarter of the population of the East of England region.

Essex is ranked as the 8th 'safest' county in England. 46 crimes per 1,000 population are committed in Essex compared to 61 per 1,000 for England and Wales, but Level of Crime is given the top overall priority by residents in 13 out of the 14 district areas. "Essex Works" has pledged to make Essex the safest place to live in England within 5 years

Essex has a different population structure to that of England as a whole: it has proportionally more children and older-aged people. There are fewer 15-34 year olds than in England, which may reflect the movement of this portion of the population to other areas.

Current plans are set to increase the number of homes by almost a fifth

Only 20% of working-age adults in Essex have a degree or higher qualification (England 25%) and 17% have no qualifications (England 14%)

Over half of 15 yr olds drink alcohol and nearly a fifth are regular smokers

Over 19,000 children and young people in Essex have mental health problems

At any one time in Essex around 1,700 children and young people are looked after by the local authority and about 700 are at risk of abuse or neglect

The older population in Essex is growing faster than the average for the UK

Levels of homelessness are above the regional average in all but a handful of areas

Economic and inward migration is increasing the diversity of our population especially in areas close to London and our larger towns. In contrast to the 2001 Census figure of 5.5%, 9.4% of Essex pupils are now from black and minority ethnic communities

In Essex, over 17,000 units of housing-related support services are provided through Supporting People across a range of client groups

2. Foreword by the Chair of Essex Probation Board and Chief Officer of Essex Probation

Essex Probation works hard to reduce levels of offending so as to better protect communities from the damaging effects of crime. At the heart of our work is the effective delivery of community sentences, the management of prison licences and victim protection. We have a strong reputation for engaging with other criminal justice agencies, local authorities, health trusts, employment and training providers and other organisations working together to make Essex a safer place for its communities.

The performance of Essex Probation has risen steadily over the past two years. However, in comparative terms as measured in the Integrated Probation Performance Framework performance has fallen behind. Having achieved Trust Status from 1 April 2010 our recent efforts must regain the ground lost. The exercise of greater freedom and flexibility which is expected as the Trust develops will drive up quality as well as performance and will allow us to more fully connect with partners to access new resources. Critical to this process is full engagement with Local Area Agreements (LAAs) in Essex, Southend and Thurrock and to raise sentencer and public knowledge of and confidence in our work.

We recognise that we face considerable challenges. We are in a period of reducing financial resource, whilst demand is likely to continue to grow. If we are to continue to improve quality and volume of service then we must build on our experience of getting the best from available resources.

Our organisation will be lean, with clear reporting lines and decision making capability devolved to the level of delivery where possible. The governance will be effective and visible, the Board playing a clear role in the development of the organisation. Central functions, such as finance and human resources will be provided by professional departments, possessing both skill and knowledge of their subject in abundance.

Staff are our most valued resource. Every member of staff will know that they have a stake in the organisation and that their contribution is recognised and valued.

The organisation is part of the three Local Strategic Partnerships, dedicated to serving the people of Essex, Southend and Thurrock. We will work alongside these partners and others in the voluntary sector to keep our work fresh, relevant and connected.

As a public service organisation, we always bear in mind the needs of the public in our provision. We will make sure that the public are aware of the work we do and the part that we play in preventing crime and disorder

Bill Puddicombe
Board Chair

Mary Archer
Chief Officer

3. Vision and Values

Essex Probation exists to maintain the safety of the communities of Essex by managing the supervision of rehabilitation of offenders in the Community.

In carrying out this mission we will:

- Provide a range of interventions that will decrease the likelihood of reoffending
- Stay close and in contact with the communities of Essex and their representatives, ensuring that our services are relevant to local need
- Work in co-operation with other public services, including the Prison Service, the courts and sentencer's and local authorities
- Value our staff, ensuring that they have the resources and learning required to provide excellent services

4. Strategic Context and Planning Assumptions

Essex Probation operates in a dynamic environment which has a national, regional and local dimension. During the period covered by this plan we can expect to deliver increased volumes, improve quality and manage with fewer resources.

National

The NOMS Strategic and Business Plan 2009-11 includes the following priorities:

- N1 Workforce reforms to improve flexibility
- N2 Improving efficiency through better specification, benchmarking and contract management
- N3 Improving services to women offenders as part of a wider project to divert women from prison
- N4 Reducing adult reoffending
- N5 Improve public protection

Regional

Regional Commissioning Priorities for 2010-11 include:

Partnership Working

- R1 Effective implementation of the Offender Health Strategy (e.g. Bradley report))
- R2 Support JobCentre Plus (JCP) in developing the use of JCP staff operating in probation offices
- R3 Develop the ongoing regional strategic leadership of reducing re-offending work with senior leaders from GO East, Local Authorities (LAs), Youth Justice Board (YJB), Police, the Court Service and community health provision
- R4 Working with the Youth Justice Board to deliver regional improvements to the transition arrangements for young offenders onto adult sentences
- R5 Roll out the drug system change pilots

Supporting Project Working

- R6 Focus on short sentence offenders including potential transformation projects, e.g. Social Impact Bond in Peterborough
- R7 Ensure all prisons are working to a local reducing re-offending plan in line with the regional and national plans
- R8 Working with GO East to provide leadership in Integrated Offender Management (IOM) developments and Priority and Prolific Offenders (PPOs)
- R9 Develop the population management project, ensuring East of England offenders are held in East Of England prisons which support and address their need in reducing re-offending

Stakeholder Confidence

- R10 Improve visibility and profile of unpaid work targeted at areas of high social need
- R11 Improved and transparent consultation arrangements for Local Delivery Units (LDUs) and sentencer's

Effective Community Penalties

- R12 Decreasing the use of short custody for women offenders
- R13 More effective offender management
- R14 The continuing development of attendance centres
- R15 More focus on electronic monitoring

Improving Performance

- R16 Maximising the use of Home Detention Curfew (HDC), Bail Accommodation Support Service (BASS) and Release on Temporary Licence (ROTL)
- R17 By undertaking detailed analysis of re-offending data we will gain a better understanding of our offenders enabling us to better target our resources.
- R18 Maintain good performance on prison and probation targets and challenge poor performance

Diversity

- R19 BME Offenders
- R20 Women Offenders
- R21 Older Offenders
- R22 Offenders identified with mental issues, disabilities and learning disabilities
- R23 Young Offenders

Local

Essex, Thurrock and Southend Local Area Agreements include priorities relating to the following:

- LAA1 Reduction in Adult Re-offending Rates for those under probation supervision
- LAA 2 Protect the Public from Harm
- LAA 3 Reduce Alcohol Misuse
- LAA 4 Promoting Health
- LAA 5 Settled and Suitable Accommodation
- LAA 6 Improve Employability
- LAA 7 Reduce Substance Misuse
- LAA 8 Working in Partnership
- LAA 9 Improving the well being of children

5. Strategic Aims and Priorities

Strategic Objective 1: Delivering successfully

Essex Probation will continue to be an effective organisation demonstrating the key characteristics of Quality, Innovation and Economy:

1a Quality delivery

Essex Probation will maintain excellent standards of service to communities and offenders

Objective 1 – Reports, assessments and sentence planning deliver positive outcomes.

Planning context: N2, N3, N4, N5, R3, R12, R13, R17, R20, LAA1, LAA2

Through continuous improvement in relationships with sentencer's targeting of sentencing achieves more effective outcomes:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> Ensure that courts receive good quality, timely sentencing advice and show high levels of satisfaction with our contribution to the sentencing process. 	Timely, appropriate sentences	Report timeliness	OM40/OM15	DM
	<ul style="list-style-type: none"> Continue to improve our effective use of OASys to produce high quality risk assessments to inform risk 	Timely assessments producing high quality sentence plans	Timeliness of OASys Audit of OASys quality	OM08/OM10	DM

	management and sentence planning				
	<ul style="list-style-type: none"> Increase our emphasis on outcomes and consistent delivery of sentence plans to achieve the greatest impact on offenders and reduce their re-offending 	<p>Impact on offenders reduces re-offending</p> <p>Optimum compliance on license by using prison protocol to secure programme completions</p> <p>A full range of interventions is provided for women and this is taken up appropriately</p>	<p>Reduce Re-offending</p> <p>Compliance National Standards Offender Management National Standards Interventions</p> <p>OASys needs met Audit of OASys quality (measure that deliver what we say we will)</p> <p>A specified activity for women offenders is established</p>	<p>OM21/INT08</p> <p>IPPF03</p> <p>IPPF02</p> <p>OM11/OM13/OM14</p>	DM
2011-12	<ul style="list-style-type: none"> Incorporate feedback from sentencer's during 2010-11 in design and delivery of services to Courts Review OASys achievement, benchmark performance and set targets for further improvement Review impact of specified activity for women and consider expansion dependent on outcomes 				
2012-13	<ul style="list-style-type: none"> Develop local intelligence on impact on re-offending rates to inform planning of service delivery Consider improvements in service delivery using technology 				

Objective – 2 Play a key role in ensuring that the multi agency public protection arrangements are effective.

Planning context: N4, N5, R3, R13, LAA1, LAA2, LAA9, LAA9

Our contribution to multi agency public protection arrangements demonstrate effectiveness in managing risk and reducing risk:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> Continue to play a lead role in protecting the public from re-offending, working in partnership with others and making best use of available resources. 	<p>Ensure all reasonable action is taken to ensure no reoffending by MAPPA managed offenders Demonstrate resources follow risk</p> <p>Work effectively with partners to deliver PREVENT strategy</p>	<p>Prioritise Tier 4 timeliness</p> <p>Delivery against MAPPA business plan reported quarterly to Commissioner</p> <p>Resources dedicated to high risk cases reflects national averages (PREview)</p> <p>Provide report on structures in place to Commissioner</p>	OM09/OM12	RB
	<ul style="list-style-type: none"> Deliver quality offender management of high risk cases 	High quality and timely risk assessment ensure that all appropriate cases are assessed as high risk	National Standards Public Protection Sentence plans and risk management plans	IPPF01/OM04/OM27 /OM20/OM05	RB

		Implement action plans arising from SFO reviews	accord using data in thematic inspections Report on SFO actions quarterly to Commissioner		
	<ul style="list-style-type: none"> Improve the safeguarding of children in Essex by working actively with partners in the Southend, Essex and Thurrock Safeguarding Children's Boards and Children's Trusts 	Children in Essex are kept safe through reasonable action being taken to ensure that the risk of a child or young person coming to harm is kept to a minimum	Monitor delivery of Section 11 responsibilities Evidence that welfare of children is integrated into our practice		AB
2011-12	<ul style="list-style-type: none"> External review of MAPPA arrangements to confirm fit for purpose and continue to meet National guidance Take account of local and national reviews and guidance on public protection and incorporate into practice Further development of Drug System Change pilot and approaches based on the Think Family research 				
2012-13	<ul style="list-style-type: none"> Development of public sector working based on concept of 'Total Place' and drawing fully on such developments as Social Enterprise bodies 				

Objective – 3 Increase the safety and well being of victims of crime

Planning context: N5, R19-23, LAA2,

We will:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> Continuously improve victim satisfaction with our service 	Victims satisfaction and welfare is at the heart of offender management practice	Analysed/identified concerns arising from victims survey	OM07/OM32	PM
	<ul style="list-style-type: none"> Victims are integrated into Offender Management practice 		Audit of sentence plans identifying meeting needs of victims		PM
2011-12	<ul style="list-style-type: none"> Deliver changes to Victims services based on specification and benchmarking outcomes 				
2012-13	<ul style="list-style-type: none"> Incorporate feedback from victims during 2010-11 in design and delivery of services to Victims Deliver best value services in partnership, taking into account national review on Victims services 				

Objective – 4 Reduce the likelihood of reoffending by those having the greatest impact on communities

Planning context: N4, N5, R1, R3, R8, LAA1, LAA2, LAA8

We will:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> Deliver an effective and consistent service to Prolific and Priority Offenders (PPOs) with our partners 	Minimal impact on communities of PPO re-offending	Monitor effectiveness of Local Action Team		SK
	<ul style="list-style-type: none"> Deliver a premium service to PPOs 		Monitor delivery of premium service	OM35/OM39	SK
	<ul style="list-style-type: none"> Work effectively with other organisations to deliver Integrated Offender Management (IOM) 	IOM approach agreed across all contributing agencies	IOM joint approach approved Report quarterly to Commissioner on IOM approach and implementation	OM03	SK
	<ul style="list-style-type: none"> Increase and adapt alcohol interventions in line with new national interventions guidance 	Deliver a rang of provision to meet alcohol needs	Report to Commissioner on progress by Sept 10	INT16/INT07	SK
	<ul style="list-style-type: none"> Work effectively with other 	Offender Health to be	Local implementation plan		AB

	organisations to deliver services to Mentally Disordered Offenders	improved by Strategy developed in partnership with contributing agencies, ensuring their full access to health services	Report quarterly to Commissioner		
2011-12	<ul style="list-style-type: none"> Fully implement IOM approach under joint lead arrangement with Essex Police Incorporate feedback from stakeholders during 2010-11 in design and delivery of services to reduce impact of reoffending on communities 				
2012-13	<ul style="list-style-type: none"> Work with partner agencies to develop and deliver joint strategies for preventing offending and re-offending 				

1b To maintain Essex Probation at the leading edge of performance

Objective – 5 Deliver continuous improvement to ensure we remain amongst the top performing Trusts

Planning context: N1, N2, N4, N5, R18, LAA1, LAA2,

We will:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> Quality embedded in continuous performance outcomes 	Essex Probation continue to be a high performing organisation	IPPF green rating OMI Result and action plan reported quarterly to Commissioner	All OMI	PM

	<ul style="list-style-type: none"> Deliver against contract targets and priorities 		DOM Contract management process		MA
	<ul style="list-style-type: none"> Deliver change implementation to timescale 	Performance is embedded in individual staff practice	Change management review process		DC
2011-12	<ul style="list-style-type: none"> Review quality processes and deliver improvements Demonstrate achievement within top quartile of performing Trusts 				
2012-13	<ul style="list-style-type: none"> Increase market share through proven performance and delivery 				

1c Best Value

Objective – 6 Delivering best value in all activities

Planning context: N1, N2, R17, R18

We will:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> Act on the results of the national specification, benchmarking and costing (SBC) in relation to the victim information service and Unpaid Work 	Effective and efficient use of resources	Deliver against SBC specification		AB

	<ul style="list-style-type: none"> Through the use of our best value framework identify best delivery providers including outsourcing opportunities that positively increase efficiency and cost effectiveness 	Effective and efficient use of resources	Best value reviews completed to timescale Budget savings target met		AB
	<ul style="list-style-type: none"> Increase the effectiveness of interventions 	Effective and efficient use of resources	Deliver interventions contract targets Identify improvements in delivery and best value review outcomes	INT13/INT01/INT14/INT02/INT15/INT03/INT04/INT17/INT06/INT18/INT05/INT11/INT09/OM19/INT19/INT20	PM
2011-12	<ul style="list-style-type: none"> Review results from PREview benchmarking exercise and identify potential opportunities Continue to utilise local commissioning opportunities with LAA partners Implement outcomes from best value reviews Continue with Essex Probation Public Value partnership strategy alongside Commissioner led best value reviews 				
2012-13	<ul style="list-style-type: none"> Use benchmark arrangements to increase performance and opportunities for innovation Carbon Reduction requirements 				

Strategic Objective 2: Capitalise opportunities for Innovation and Growth

Objective – 7 Capitalise opportunities for innovation and growth

Planning context: N1, N2, LAA8

New opportunities for growth and diversification will become available in the future. Essex Probation will grow through new business won by a demonstration of quality and success.

We will:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> Trust Board identify opportunities to deliver improvements to services through innovation 	Innovation is used to perform effectively and attract new resources.	New products/delivery models operational		BP
	<ul style="list-style-type: none"> Anticipate and respond to commissioning requirements and changing markets 	Essex Probation is the most effective provider of services and has a broad and secure financial and corporate base	Extent to which organisation has appropriately expanded its reach Increase core funding by 3%		AB
	<ul style="list-style-type: none"> Make effective use of Knowledge Management 	Knowledge Management Strategy	IT applications make access to knowledge effective		PM
2011-12	<ul style="list-style-type: none"> Review impact of Comprehensive Spending Review on service priorities Diversification opportunities – corporate functions Increase core funding by 5% 				

2012-13	<ul style="list-style-type: none"> • Re-commission market analysis • Increase core funding by 7%

Strategic Objective 3: Strengthening Local Commissioning and Delivery

Objective 8 – Ensuring the objectives of Essex Probation and its strategic partners are aligned
Planning context: N4, N5, R11, LAA1 - LAA9

We will:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> • Fully engage with Commissioners to deliver agreed levels of service, focussed on local communities 	Essex Probation is an active member of all appropriate bodies and works effectively with its partners on a common agenda	EP priorities included within other agencies plans		AB
	<ul style="list-style-type: none"> • Ensure Local Delivery Units (LDUs) identify and respond to local need 	Partnership Unit provide coordination and expertise that reflects local, regional and national commissioner priorities	Evidence LDUs responsiveness to local need and access to local provision		AB

2011-12	<ul style="list-style-type: none"> • LDU structures fully in place and utilising local needs data to inform provision • Feedback loops established with strategic partners and integrated into planning • LDU structure delivers joint enterprise in partnership with other agencies
2012-13	<ul style="list-style-type: none"> • Utilise joint commissioning and funding opportunities to deliver 'Story of Place' and Total Place' agenda

Objective – 9 To achieve Sentencer Confidence
Planning context: N1, N2, N3, N4, N5, R3, LAA8

We will:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> • Increase sentencer confidence in community sentences 	Sentencer's have confidence in the services EP provides	Sentencer feedback forms		MA
	<ul style="list-style-type: none"> • Increase use of appropriate community sentences 	Maximising appropriate use of community sentences (for our target group)	Concordance of proposal with our target group Report on quarterly basis to Commissioner on Influencing Demand metric	OM29	DM
2011-12	<ul style="list-style-type: none"> • Survey sentencer's to highlight areas for potential improvement and respond 				
2012-13	<ul style="list-style-type: none"> • Develop successor to the 'Probation Experience' for sentencer and community engagement 				

Objective – 10 To achieve Public Confidence
Planning context: N5, R3, LAA1, LAA2, LAA8

We will:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> Implement the Communications Strategy 	The public has confidence in the services which Essex Probation provides	Monitor number of public meetings and attendance		MA
	<ul style="list-style-type: none"> Work with the Confidence Action Team (Criminal Justice Board and Crime and Disorder Reduction Partnerships) to develop the public engagement processes 	The public has confidence in the services which Essex Probation provides	Joint activities delivered – number and attendance		MA
	<ul style="list-style-type: none"> Work closely with Essex Police to develop 'Justice seen, Justice done' 	The public has confidence in the services which Essex Probation provides	Joint activities delivered – number and attendance		MA
2011-12	<ul style="list-style-type: none"> Develop current communication channels and event to incorporate schools, parents and neighbourhood groups 				
2012-13	<ul style="list-style-type: none"> Develop successor to the 'Probation Experience' for sentence and community engagement 				

Strategic Objective 4: Develop the Organisation

Governance and Infrastructure

Objective – 11 To ensure organisational infrastructure enables the organisation to meet its strategic objectives

Planning context: All

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010/11	<ul style="list-style-type: none"> Structures deliver the management of organisational risk 	Organisational risk is successfully managed at all levels in compliance with relevant legislation	Risk register maintained and managed Compliance with legislative changes measured		DC
	<ul style="list-style-type: none"> Review performance management framework to ensure effective 	Performance is pro-active and provides early monitoring and reporting of potential risks	Audit of evidence/observation based management		PM
	<ul style="list-style-type: none"> Ensure equitable access and outcomes for offenders and staff 	Deliver Single Equality Scheme	Action plan achieved		SA
	<ul style="list-style-type: none"> Develop the role of the Board 	Maximise value added by non-executive members	Strategic development days (2) and action plans delivered Board skills assessment		BP

			and action plan		
2011/12	<ul style="list-style-type: none"> Review impact of Comprehensive Spending Review and government priorities on governance and infrastructure arrangements Undertake research to identify trends in demand and delivery options Review Trust Freedoms and identify opportunities 				
2012/13	<ul style="list-style-type: none"> Deliver organisational development plan 				

Workforce

Objective – 12 To ensure staff throughout the organisation are adequately knowledgeable, skilled and motivated to deliver constant improvement.

Planning context: N1, N2,

We will:

Year	Planned Activities	Outcome	Measure	Related IPPF	Lead
2010-11	<ul style="list-style-type: none"> Deliver workforce plan 	Essex Probation has the optimum number of skilled, knowledgeable and motivated staff in place to deliver its objectives	Monitor and balance staffing requirements in line with workforce plan Staff survey results	IPPF08	SA
	<ul style="list-style-type: none"> Implement new qualification framework 	Essex Probation has the	Monitor take up of new		SA

		optimum number of skilled, knowledgeable and motivated staff in place to deliver its objectives	qualification against workforce plan requirements		
2011-12	<ul style="list-style-type: none"> • Review implementation of training and development arrangements are delivering objective at best value • Review succession planning 				
2012-13	<ul style="list-style-type: none"> • Re-set workforce plan for next 3 year period 				

**ESSEX PROBATION
ORGANISATIONAL DEVELOPMENT PLAN 2010 – 2014**

KEY FEATURES	PLANNED ACTIVITIES	MEASURE	TIMESCALE
Leadership	<ul style="list-style-type: none"> Develop the role of the board to maximise the value that it adds to the organisation Review board structures, procedure and standing orders to ensure that they match Trust requirements. 	Skills survey and gap analysis Annual Review of Board and Committee Annual strategy day	April 2010 Each April Each October
Strategy	<ul style="list-style-type: none"> Review management structure, ensuring that task allocation and reporting lines reflect corporate priorities and local need Develop LDU structure to deliver 'Story of Place' and 'Total Place' vision 	Delegated authority in place and operational. Local commissioning strands in place Local Managers embedded in Local partnership arrangements	By December 2010 By December 2010
People	<ul style="list-style-type: none"> Develop and deliver a Knowledge Management Strategy. 	Shared learning and development structure in place	By August 2010

	<ul style="list-style-type: none"> • Develop staff through training and performance reporting to actively manage their own performance. • Review the New Qualification Framework to ensure delivering in the most efficient and effective way • Review MOJ 'Leadership and Management Framework' 	<p>Individual performance reporting and appraisal mechanisms aligned</p> <p>Report on progress and areas for improvement</p> <p>Determine how to progress in Essex Probation</p>	<p>By July 2010</p> <p>By March 2011</p> <p>By September 2010</p>
Partnerships and Resources	<ul style="list-style-type: none"> • Deliver specification and benchmarking reviews and implement change processes to deliver to timescale for efficiency savings plan • Collaborate with other probation trusts to benchmark and develop cost effective means of delivery. 	<p>Best value reporting to Board and DOM in line with timescales agreed</p> <p>Set up benchmarking arrangements and improvement plans</p>	<p>To agreed timescale</p> <p>By May 2010</p>
Processes Products and Services	<ul style="list-style-type: none"> • Create a rolling performance, planning and delivery framework • Create feedback processes to engage strategic partners and key stakeholders in planning processes 	<p>Structured process reviewed and delivered</p> <p>Structured process in place</p>	<p>By September 2010</p> <p>By September 2010</p>

GLOSSARY

ACO	Assistant Chief Officer (Director)
AMM	Area Manager Meeting
ATB	Attitudes, Thinking and Behaviour
ATR	Alcohol Treatment Requirement
BASS	Bail & Accommodation Support Scheme
Bridge	Bridge – Intervention Programme to reduce short term custody
CDRP	Crime & Disorder Reduction Partnership
CJB	Criminal Justice Board
CPS	Crown Prosecution Service
DAAT	Drug & Alcohol Action Team
Damped	Mechanism for smoothing changes to funding allocation over time
DARG	Drug Action Reference Group
DIDP	Drink Impaired Drivers Programme
DRR	Drug Rehabilitation Requirement
DV	Domestic Violence
ECJB	Essex Criminal Justice Board
E & D	Equalities and Diversity
EP	Essex Probation
EFQM	European Foundation for Quality Management
ESF	European Social Fund
ETE	Education, Training and Employment
FDR	Fast Delivery Report
HMCS	Her Majesty's Court Service
HMIP	Her Majesty's Inspectorate of Probation
IT	Information Technology
IDAP	Integrated Domestic Abuse Programme
LAA	Local Authority Agreement
Lay Advisor	Lay Member of the MAPPA Strategic Board
LCJB	Local Criminal Justice Board
LDU	Local delivery Unit
LMT	Local Management Team
MAPPA	Multi Agency Public Protection Arrangements
MARAC	Multi Agency Risk Assessment Conference
NI 18	National Indicator 18 Reduce Reoffending by Adults under the Supervision of the Probation Service
NI 30	National Indicator 30 Reoffending rate of Prolific and other Priority Offenders
NOMS	National Offender Management Service
NVQ	National Vocational Qualification
NSMART	National Standards Monitoring and Reporting Template
OASys	Offender Assessment System
OCJR	Office for Criminal Justice Reform
OM	Offender Manager
PAM	Partnership Alliance Manager – Project Software
PCMS	Probation Case Management System
PIM	Performance Improvement Manager
PPO	Prolific & Other Priority Offender
PRP	Performance Related Pay
PSO	Probation Service Officer
PSR	Pre-sentence report
ROM	Regional Offender Manager
RMO	Racially Motivated Offender
RRDP	Reducing Re-offending Delivery Plan
SBC	Specification, Benchmarking and Costing Programme
SCB	Safeguarding Children's Board
SFO	Serious Further Offence
SLA	Service Level Agreement
SMB	Senior Management Board
SMT	Senior Management Team
SPOC	Single Point of Contact
TVP	Thames Valley Programme
UW	Unpaid Work
ViSOR	Violent & Sex Offender Register
WISP	Women's Intervention Support Project
YOS	Youth Offending Service