



NATIONAL PROBATION SERVICE

for England and Wales

*Lancashire*

# **NPS – Lancashire HR and Training Strategy 2005-2006**

**APRIL 2005**

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Appendix 1 – HR Workplan 2005-2006

## INTRODUCTION

This HR and Training strategy outlines the vision, values, aims and objectives of Human Resources within the National Probation Service Lancashire. The strategy has been developed to support the aims, objectives and improvement priorities identified in the Annual Business Plan 2005-2006.

Outlining the strategic direction and key performance areas for the next year, the HR strategy will take account of both national and local objectives. The creation of NOMS and the introduction of the new Offender Management model and the impact this will have on Lancashire and its staff will be closely monitored. Any changes will be made as a result if necessary to this strategy and supporting documentation.

## VISION

The vision of this strategy is to develop a workforce that will achieve our business objectives both now and in the future. Our vision is:

***“To develop a workforce that is fit for purpose by ensuring that all staff are motivated, highly skilled and continuously developed to meet business needs”***

## VALUES AND COMMITMENT

The aims of the National Probation Service are to:

- Protect the public
- Reduce re-offending and rehabilitate offenders
- Ensure the proper punishment of offenders in the community
- Make offenders aware of the effects of crime on victims and the community

In achieving these aims we recognise the vital role our employees play and fully appreciate the sustained efforts, dedication and skill of all our staff, managers and Board members and the support of our many stakeholders and the general public.

***“Our people are our greatest resource”***

In return we are committed to:

- treating all staff fairly
- respecting people as individuals
- considering diverse needs in the work that we undertake
- recognising and praising performance
- developing the skills and abilities of individuals
- communicating with and listening to our staff

## AIMS

In order to achieve our vision and promote our values our aims are to:

- A. recruit and retain high quality employees to meet the objectives of the service ensuring that they are representative of the communities that we serve;
- B. promote equality and diversity in both employment and service delivery;
- C. ensure the provision of effective and efficient training and staff development arrangements;
- D. support the business in improving business processes;
- E. ensure that our policies, procedures and terms and conditions of employment are fair and equitable in accordance with legislative requirements, national and local agreements and good practice;
- F. ensure that systems, processes and procedures are implemented, maintained and reviewed in accordance with good practice and legislative requirements to ensure the health, safety and welfare of all our employees whilst at work.

## OBJECTIVES

The specific objectives for year 2005-2006 are attached in the HR and Training workplan for 2005/2006 as Appendix 1.

The objectives outlined in the HR and Training Workplan 2005-2006 are linked to the Annual Business Plan performance targets and priorities which are as follows:

### **Business Plan Priorities:**

#### **Priority 1: Contribute to Building an Excellent NOMS**

- a) To ensure that clear and visible leadership is given by Chair, Chief Officer and Senior managers to all area staff in communicating the major changes associated with the CJA and NOMS and to encourage their active participation in these developments.
- b) To implement the separation of offender management from interventions and the national offender management model
- c) To develop an efficient and effective organisation which has an appropriate staffing profile, lean processes and low unit costs. To support this by identifying accurate unit costs for all core interventions and by reviewing and consolidating current arrangements for commissioning services.

- d) To implement the Area's Leadership Strategy (based on the Living Leadership model) ensuring that it is encompassed in relevant HR policies, procedures and processes.
- e) To review and amend as necessary, methods for managing sickness absence, i.e., sickness absence policy, monitoring procedures and occupational health services to ensure that this results in a reduction to the levels of sickness absence during 2005/2006.
- f) To implement a diversity strategy which sets out the services vision, values, aims, commitment and objectives to diversity and equality during 2005/2006 and which encompasses the requirements of the Race Equality Scheme.
- g) To achieve the 3% efficiency savings required under PSA 10 and contribute to initiatives at a regional and national level to save money and achieve higher performance.

#### **Priority 2: Protecting the Public from Harm**

- a) To continue to strengthen MAPP arrangements by securing the fullest possible co-operation from key partners, sharing the learning from serious further offence reviews and improving the completion and quality of OASys risk assessments.

#### **Priority 3: Protecting the Public from Prolific Offenders**

- a) To work closely with the Lancashire YOT's and Prisons in developing effective arrangements for the delivery of the Rehabilitate and Resettle strand of the Prolific and other priority Offenders (PPO) scheme and to monitor the impact of this work.

#### **Priority 4: Implementing the Criminal Justice Act 2003**

- a) Reviewing and identifying the optimum probation staffing numbers and grades at court and to review quality assurance arrangements for court reports in order to achieve a consistently high quality
- b) To plan the smooth implementation of unpaid work to ensure that the Service is able to deliver a quality service that meets business plan targets.
- c) Plan and implementing action to improve the completion rates of offenders on DTTO's/DRR's.

#### **Priority 5: Implementing the National Action Plan on Reducing Re-offending**

- a) To co-ordinate and implement local action in accordance with the resettlement pathways included in the Reducing Re-offending Action Plan.

## **Business Plan Risks**

In developing the HR and Training Strategy and workplan for 2005-2006, areas which link to the area Risk Register and business risks are also identified,. The 10 top business risks have been identified as:

1. Failure to maintain and improve performance to meet Business Plan targets
2. Failure to prepare adequately for the CJ Act 2003 and influence sentencing practice
3. Failure to manage transition to an offender manager/ interventions split
4. Failure to work effectively with key partners in delivering services for offenders
5. Insufficient funding settlement to meet the operational requirements of the organisation and the financial pressures arising from NOMS and CJ Act 2003.
6. Inadequate structures in place to manage high risk offenders including those in Approved Premises
7. Failure to implement the Estates strategy designed to meet the service delivery needs of the organisation, deterioration in condition of the estate and failure to comply with Health and Safety legislation in this respect.
8. Failure to implement new IT systems on time: e.g. Finance/Payroll
9. Lack of formalised Business Continuity Plan
10. Failure to comply with policy, procedures and legislation such as Freedom of information Act, Employment law and Health and Safety legislation

## **HUMAN RESOURCES FUNCTION**

The Human Resources function consists of the following units:

- Business Improvement
- Equality and Diversity
- Health and Safety
- HR and Training
- Management of TPO's

### **Business Improvement (Rachel Dyer – Business Improvement Advisor)**

The Business Improvement Advisor works with a variety of managers to prioritise areas for improvement (AFIs) from both the EFQM self assessment exercise and the employee survey which form part of the annual Area Business Plan. The Business Improvement Advisor also becomes directly involved in the project management of the AFIs identified within the business plan. A number of these projects have, to date, related directly to improving performance in some of the cash linked areas. A key objective for this year will be to implement a project standard across the area allowing a standard approach to managing projects and reviewing policies.

### **Equality and Diversity (Bobbie Perry – Equality and Diversity Manager)**

The Equality and Diversity unit is responsible for raising the awareness of the board, staff and stakeholders in all areas of diversity. We are also responsible for keeping abreast of equality legislation, ensuring that this information is disseminated throughout the service in accordance with our Equality and Diversity Strategy.

We strive to encourage all that the responsibility for the diversity agenda belongs to everyone and raising the profile of the service in minority communities. Furthermore, we contribute to the service by working closely with colleagues, outside agencies, partners and minority communities to bring about a more representative workforce and be aware of issues which affect existing staff.

Our focus during 2005/2006 will be to implement our Equality and Diversity Strategy which will specifically focus on implementing a compliance plan in accordance with the Disability Discrimination Act, and revise our Race Equality Scheme for the period 2005-2008.

### **Health and Safety (Natalie Corry – Health and Safety Advisor)**

The Health and Safety Advisor is responsible for supporting and advising Lancashire Probation Service on the steps necessary to ensure compliance with the relevant Health and Safety Legislation.

We aim to protect the Health, Safety and Welfare of our employees and others who maybe affected by the work activities of the National Probation Service Lancashire. We contribute to the service by promoting a positive Health and Safety culture in which the Management of Risk is a key factor. 2005-2006 will focus on launching the Health and Safety policy manual which has been implemented as part of the overall Health and Safety strategy of the NPD.

### **HR and Training (Sue Hall- HR and Training Manager)**

The HR and Training Teams provide the full range of both personnel and training activities from recruitment through to retirement. We ensure that the Service has the right people in post and that they are supported during their employment by HR

policies, practices and procedures, which are inclusive and comply with current legislation. We work to ensure that people are trained to perform their work in the right way and that professional and proactive development/support is provided for all. In this way we contribute to the service's key aims of reducing re-offending and increasing public protection by ensuring the workforce is equipped to achieve targets.

Particular priority in 2005/6 will be given to activities supporting NPS Lancashire and its staff in coping with the changes in structure, job roles and skills to meet the demands of NOMS and the CJA. We will continue to look at different ways of offering development which are operationally and financially cost effective.

### **Management of Trainee Probation Officer (Nigel Bennett – Area Manager TPO's)**

The Area Manager for Trainee Probation Officers is responsible for all line management aspects of all trainee probation officers. The postholder is also required to integrate the training programme into the Service, ensure the quality of the work undertaken by TPOs and provide a uniform, equitable and consistent training opportunity within both the area and across the North West. This is partly achieved by the use of Practice Supervisors for whom the Area Manager is required to ensure that a consistent approach to supervision is employed, and that learning and development opportunities for them are available.

## **RESPONSIBILITY**

The ACO for Human Resources is responsible for ensuring that the aims and objectives outlined in this strategy are achieved within the timescales identified, resources and budgets allowing.

All of the staff within the Human Resources function are dedicated individuals who are committed to achieving the aims of this document and supporting objectives.

Chris Brereton  
Assistant Chief Officer – Human Resources  
April 2005

### Background Papers

Area business Plan 2005-2006  
Equality and Diversity Strategy 2005-06  
EFQM Model