



LANCASHIRE

National Probation Service - LANCASHIRE

BUSINESS PLAN 2006/07

FOREWORD

This plan sets out the agenda for the Lancashire Probation Area for 2006/07. It is written in the context of a steadily improving level of performance over the past year. The service has been making important headway according to indicators in relation to risk management, the enforcement of community penalties, services to the courts, the provision of programmes, and the improvement of offender learning and skills. While we are proud of what has been achieved we need to push on to improved levels of performance since this is key to securing Lancashire Probation Area's future.

The document that follows reflects the key priorities of the National Offender Management Service. There are however a number of local objectives reflecting our wish to provide a Probation Service that is properly attuned to local need.

The business plan also reflects the priorities contained within the service level agreement that we now sign on an annual basis with the Regional Offender Manager. This is the second year for these SLAs and we are now entering a new world of commissioned services. However, our intention is to meet the needs of our commissioner, our local courts, victims and our community. We will do this by an increasing use of information; in particular better assessment systems on individual offenders.

We intend to consolidate the work we have done over the last year to reorganise the Probation Service in Lancashire. We will continue to develop both offender management and interventions and in that connection take forward the work that we are already doing in relation to job role changes and job evaluation.

Recent months have seen the Probation Service nationally come under considerable scrutiny in relation to its handling of high risk and dangerous offenders. As the Probation Service widens its range of activity the proportion of high risk offenders, and their increasing complexity, is making new demands upon us. The community rightly demands increasing levels of supervision and surveillance of the most dangerous offenders. The arrival of Custody Plus in the autumn of 2006 will mean that from that time on the Probation Service will be responsible for providing supervision of all prisoners released after serving part of their sentence in custody. These prisoners will be at different levels of motivation to change and are likely to be extremely demanding in terms of time and resource. We intend to reduce wherever possible their levels of offending by close supervision and improvements in rehabilitative methods.

Over the past year we have worked with the courts to develop new protocols in relation to communication with sentencers and the handling of enforcement. We are now putting these into practice. This will involve closer working relationships with courts to ensure that we provide the best possible service.

Underpinning all of this will be an intention to bring about much greater involvement of the voluntary and

community sector in our work over the next year. We intend to increase our investment in this area and we are currently involved in a series of consultations with a wide variety of community groups to examine how we can work together in the future. We will also be implementing a new three-year race equality strategy and a disability equality strategy as we continue our commitment to diversity and fairness of provision.

The Probation Service is entering a new phase of its history. The Home Secretary, in his recently published five-year plan for Criminal Justice, made it clear that he sees the Probation Service as central to the provision of offender management services in the future. It is proposed however that the Probation Service will no longer be a national service but organised through a series of locally based independent Trusts. Much work will have to go in to preparing for these new arrangements and elements of this plan will contribute to that. It is our intention to create a 21st century Probation Service which meets the public demand for both greater protection and reductions in reoffending, based on a thorough assessment of need and in a context of collaboration with our partners in the criminal justice system and our local communities.

Chief Officer

Chair of Board

Priorities for 2006/07

1. Contributing to the Development of NOMS
2. Protecting the Public from Harm
3. Developing a Service Delivery Model
4. Implementing the Criminal Justice Act 2003
5. Implementing the Reducing Reoffending Action Plan
6. Embedding Equality and Diversity in Lancashire Probation Area

PRIORITY 1: CONTRIBUTE TO THE DEVELOPMENT OF NOMS

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
Business Development ➤ Prepare the area for contestability ➤ Engage the voluntary sector in delivering services to offenders (L Taylor)	5% of core budget spent on Services provided by the voluntary sector by March 2007.	Continued involvement in regional CVS/ CLINKS, Best Value Projects and Contestability teams.	➤ Review remit & membership of Area Contestability Board. ➤ Develop & maintain Service User forum. ➤ Co-ordinate district CVS consultation events ➤ Develop area/district CVS consultative forums ➤ Develop a fully costed CVS engagement strategy	2%	2%	5%	5%
Sickness ➤ Introduce new monitoring and recording systems for sickness absence ➤ Implement a stress management policy ➤ Reduce sickness absence for both long and short term sickness (C Brereton)	9 days per person per annum	Contribute to regional work to reduce sickness	➤ Implement action plan for sickness absence following full review in 2005. ➤ Consult with the trade unions on strategies for reducing sickness absence and the introduction of a stress management policy ➤ Set up a project group to manage the implementation of a computerised recording system for monitoring sickness ➤ Implement new arrangements for occupational health provision	9 days	9 days	9 days	9 days
Information ➤ Provide information to NPS and staff on time ➤ Implement information security policies (ACO Performance & Information)	95%	➤ Provide prompt response to ITPR and contribute to regional profile/workload statistics.	➤ Agree performance information requirements with district managers ➤ Consult with unions on implications for staff of implementing GSI policies	95%	95%	95%	95%

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
<p>Communication</p> <p>➤ Implement Communication Strategy</p> <p>(ACO Performance & Information)</p>	<p>A clear strategy is in place which outlines the services approach to managing internal and external communications</p>	<p>➤ Contribute to initiatives at a regional level to achieve value for money, reduce costs and achieve higher levels of performance and service delivery within existing resources.</p>	<p>➤ Develop a workplan which focuses on key priorities for 2006/07 for internal and external communications in accordance with the annual business plan, HR Strategy and Equality and Diversity Strategy</p>				
<p>Finance</p> <p>➤ Achieve Efficiency savings</p> <p>➤ Develop accurate unit costs</p> <p>➤ Develop Business Continuity plans.</p> <p>(L Mattinson)</p>	<p>3%</p>	<p>➤ Contribute to initiatives at a regional level to achieve value for money, reduce costs and achieve higher levels of performance and service delivery within existing resources.</p> <p>➤ Develop the Regional approach to Activity Costing as part of the Regional Treasurer's Group</p>	<p>➤ Development of a procurement strategy and establishment of a procurement group to implement it.</p> <p>➤ Production of Activity Costs as part of the annual activity costing exercise. Analysis, comparison and review across both the region and the family group to inform decision making and resource allocation.</p> <p>➤ Development and implementation of individual Business Continuity Plans for each office and approved premise in the area</p>				

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
Estates > Refurbishment of the Burnley Office > Close the Rawtenstall office but establish satisfactory reporting facilities for offenders in the Rossendale valley (L Mattinson)		> Regional representative on the National Commercial Estates Retendering group	> Development and improvement of the client/contractor relationship through quarterly meetings with both the Commercial Estate and the Approved Premises Estate contractors to address performance issues and improve service delivery. > Delivery of the Burnley office refurbishment which will create programme delivery facilities in the east of the county, rationalise the estate in Lancashire and provide improved office working conditions. > Delivery of the Blackpool, Talbot Road office capital project to improve H&S and create an improved working environment.				
Information Technology > Prepare for the implementation of C-NOMIS in Sept 07. > Maximise use of both new and existing IT databases (ACO Performance & Information)		Contribute to regional working group on NOMIS	> Develop project plan and establish project board > Roll-out PSR template > Introduce AT contact log when available > Implement WMT when available				

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
Pay and Reward Review ➤ Implement the provisions of the Pay and Reward Review for all NNC staff (C. Brereton)	Full implementation of the review		➤ Implement the national job evaluation scheme and new pay bands for all NNC staff ➤ Implement the new leave arrangements for all NNC staff ➤ Revise any terms and conditions as necessary as outlined in the pay and reward review ➤ Implement new job descriptions for new offender management and interventions structure.				
Quality Assurance ➤ Review quality control arrangements in key areas of work, e.g. public protection (ACO Performance and Information)		Participate in regional activity regarding quality assurance and validation.	➤ Identify key areas of work, review quality control measures, make proposals for change and implement				

PRIORITY 2: PROTECTING THE PUBLIC FROM HARM							
Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
MAPPA ➤ Develop MAPPA SMB Business Plan with police and prisons ➤ Develop links with Children's Safeguarding Boards and the LCJB ➤ Implement VISOR in collaboration with police and prisons (L Taylor)		➤ Contribute to regional Risk & Public Protection group	➤ Business Plan to be agreed and progressed by the MAPPA SMB ➤ Responsible Authority to share business plan and annual report with Safeguarding Boards and LCJB ➤ Liaise with police and prisons to ensure appropriate probation access to VISOR				
Risk Assessment ➤ Complete risk assessments, risk management plans and initial sentence plans on HR cases within 5 working days of sentence or release from prison (L Taylor)	90%	➤ Contribute to an overall improvement in work with offenders assessed as high risk of harm	➤ Ensure learning from risk of harm workshops is applied ➤ Implement recommendations of the sex offender and public protection inspections ➤ Implement the OASys Quality Management Plan	90%	90%	90%	90%
Enforcement ➤ Ensure prompt and effective enforcement of High Risk cases (J Thomas)			➤ Agree a process for fast tracking HR offenders who are in breach of their court order and embed in a multi-agency protocol				
Serious Further Offences ➤ Complete management reviews of SFO cases to a high quality and agreed deadlines (L. Taylor)		➤ Share the lessons learned from SFO reviews with colleagues in the region	➤ Implement new guidance on SFOs ➤ Monitor quality and timeliness of SFO Reviews				

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
Victims ➤ Victim contact ➤ Restorative justice (A Bennett)	85% of victims of serious crime contacted within 8 weeks	➤ Develop Victim work as a strand of community engagement/civil renewal strategy.	➤ Ensure Victim work is incorporated into the development of local CVS engagement strategy ➤ Ensure Probation fulfils requirements of the Victim's Code	85	85	85	85

PRIORITY 3: DEVELOP A NEW SERVICE DELIVERY MODEL

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
<p>Area Boundaries</p> <ul style="list-style-type: none"> ➤ Develop a collaborative approach to service delivery and support services with Cumbria Probation Area <p><i>(C Dearden)</i></p>		<ul style="list-style-type: none"> ➤ Contribution to the development of a regional approach to the management and delivery of the community sex offender programme ➤ Participate positively in discussions involving a new service delivery model 	<ul style="list-style-type: none"> ➤ Implement joint arrangements for delivery of the sex offender programme with Cumbria and explore opportunities for shared working in relation to HR and IT. 				
<p>Offender Management Model</p> <ul style="list-style-type: none"> ➤ Ensure that all cases are allocated to a tier ➤ Agree and implement the PSO Offender Manager role ➤ Agree and introduce the new role of case administrator <p><i>(J Thomas)</i></p>		<ul style="list-style-type: none"> ➤ To assess LPA's tiering profile against regional profile. ➤ CJA Regional Group (IBRG) to merge with NOMM Regional Group to progress implementation of Custody Plus. ➤ Action to be informed by outcomes of job evaluation. 	<ul style="list-style-type: none"> ➤ Consultation with staff and trade unions to progress the introduction of the PSO offender manager and case administrator roles. ➤ Undertake further work to ensure that there is satisfactory integration between Offender Management and Interventions 				

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
End to End Offender Management ➤ Work collaboratively to progress the Offender Manager Pathfinder ➤ To implement Custody Plus (<i>I Phillips</i>)	Pathfinder: ➤ Incorporate learning from the pathfinder into general operational practice	➤ Consolidate YOI project ➤ Assist in setting up Styal Women's Project ➤ Explore possibility of Custody Plus NOMS pilot	➤ Undertake a local review of Lancs YOI project. ➤ Participate in the Regional Styal project group ➤ Work with NOMs manager & Gov HMP Preston in setting up a custody plus NOMs pilot ➤ Develop a project initiation document and implementation strategy ➤ Contribute to review of prison probation teams.			Imp Strategy C+	

PRIORITY 4: IMPLEMENTING THE CRIMINAL JUSTICE ACT 2003

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
Sentencing <ul style="list-style-type: none"> ➤ Monitor Sentencing Trends ➤ Implement a Targeting Matrix ➤ Report timeliness <ul style="list-style-type: none"> • FDRs on day of request • SDRs- 15 days MCs <li style="padding-left: 20px;">- 10 days RIC - Cr Ct: by date requested (J Thomas)	90%		<ul style="list-style-type: none"> ➤ Development of relevant database. ➤ Introduction of revised targeting matrix ➤ Implement revised court reports policy and procedures. ➤ Ensure detailed performance information available to DMs. 	90%	90%	90%	90%
Liaison with Sentencers <ul style="list-style-type: none"> ➤ Implement sentencer liaison strategy ➤ Increase proportion of FDR's ➤ Review provision of bail information (J Thomas)	40% FDRs	<ul style="list-style-type: none"> ➤ Work with region (Court ACOs) to ensure consistency of practice. ➤ Agree best practice re bail information service to courts. 	<ul style="list-style-type: none"> ➤ Review court staffing arrangements within agreed timescales. ➤ Monitor input of sentencer liaison strategy. 	40%	40%	40%	40%

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> ➤ % of cases that reach 6 month stage without requiring breach action ➤ the average number of acceptable failures to attend appointments in first 26 weeks ➤ the % of cases that terminate successfully ➤ Contribute to LCJB enforcement targets <p>(J Thomas)</p>	<ul style="list-style-type: none"> ➤ to be agreed ➤ 35 days from 2nd u/a to resolution ➤ 50% of cases resolved within 25 days of a 2nd u/a 		<ul style="list-style-type: none"> ➤ Work with HMCS in progressing enforcement target. ➤ Develop action plan via ETMP to manage court performance target. ➤ Review current compliance initiatives ➤ Take account of work undertaken as part of the national enforcement services pathfinder. 	50%	50%	50%	50%
<p>Unpaid Work</p> <ul style="list-style-type: none"> ➤ Achieve unpaid work Completions ➤ Promote visible Community Payback 	<ul style="list-style-type: none"> ➤ 1372 completions 	<ul style="list-style-type: none"> ➤ Contribute to Regional Unpaid Work Best Value project 	<ul style="list-style-type: none"> ➤ Implement findings of local work completed on designing a cost effective and quality UW service ➤ Develop visible Unpaid Work as a strand of community engagement / civil renewal strategy 	343	686	1029	1372

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
<p>Unpaid Work</p> <ul style="list-style-type: none"> ➤ Achieve greater community engagement in unpaid work ➤ Explore Employment Links with unpaid work ➤ Liaise with police and CPS re: Conditional cautioning ➤ Act on findings of unpaid work best value project <p>(A Bennett)</p>			<ul style="list-style-type: none"> ➤ Implement UW as a requirement of Conditional Cautions ➤ Ensure recommendations of regional Best Value project are incorporated into UW delivery ➤ Continue to monitor local referral and attrition patterns to increase compliance/completions 				

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
Education, Training and Employment ➤ To achieve Basic Skills targets ➤ To achieve Employment target ➤ Provide support for the Impact Project <i>(I Phillips)</i>	➤ 1425 starts ➤ to be agreed target	➤ ETE Regional Group Action Plan	➤ Review referral procedures for Basic Skills & IAG. ➤ Develop ETE requirement in a community order ➤ Develop effective links with JC+ & local employers. ➤ Establish an employer/ee support scheme ➤ IP to chair the Changing Directions & Assets Project Board	356	712	1068	1425
Health ➤ Provide MDO awareness training for staff & monitor access of MDO information services <i>(I Phillips)</i>			➤ Participate in area wide multi-agency training project ➤ With County MDO steering group address offender access issues ➤ Contribute to the work of the NW Secure Commissioning Service				

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
Children and Families Of offenders ➤ Improve co-ordination of voluntary sector contribution towards resettlement (I Phillips)			➤ Active involvement in relevant VS scheme steering groups ➤ Help to develop family support networks ➤ Set up circles of support				
Attitudes, Thinking and Behaviour ➤ Achieve programme Completions as follows: - GOBP = 486 - NSOGP = 42 - CDVP = 58 ➤ % of offenders starting an accredited programme out of the total number of programme requirements ➤ % of offenders completing a programme out of total who attend first session. ➤ Introduce CALM and internet sex offender programme (A Bennett)	486 42 58	➤ Ensure contribution to regional targets on sex offender and DV programmes. ➤ Develop Prison/ Probation delivery of accredited programmes ➤ Contribute to work on providing regional delivery of sex offender programmes	➤ Continue to monitor local referral and attrition patterns to increase compliance/completions ➤ Develop joint working arrangements with HMP Kirkham on delivery of accredited programmes ➤ Introduce CALM programme from May 06 ➤ Introduce Internet Sex Offender programme	121 10 15	242 20 30	363 31 45	486 42 58

PRIORITY 6: EMBEDDING EQUALITY AND DIVERSITY IN LPA

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
Race Equality Scheme ➤ Implement a revised Race Equality Scheme for 2005-2008 (C. Brereton)	Compliance with legalisation		➤ Review processes and procedures ➤ Monitor via the Strategic Diversity Group progress and implementation of the new scheme ➤ Carry out impact assessments as appropriate				
Disability Equality Scheme ➤ Implement a Disability Equality Scheme by December 2006 (C. Brereton)	Compliance with legislation		➤ Review processes and procedures which effect disabled staff and offenders ➤ Review and implement appropriate methods for recording data for disabled staff and offenders ➤ Monitor via the Strategic Diversity Group progress and implementation of the new scheme ➤ Carry out impact assessments where appropriate				

Planned Activity for achieving SLAs and Responsible Owner	Performance Targets and Outcomes	Contribution to Regional Plan	Management of the Change Process	MILESTONES			
				Q1	Q2	Q3	Q4
Employment ➤ Recruitment, retention and promotion ➤ Accelerate Programme (C Brereton)	7% of staff to be from a minority ethnic background 95% completion of R&EM returns for staff.		➤ Review recruitment processes and procedures ➤ Review methods of advertising ➤ Promote development opportunities amongst staff ➤ Consult with the trade unions about strategies for increasing numbers of staff from minority ethnic backgrounds.	7%	7%	7%	7%
Service Delivery ➤ Record the race and ethnicity of offenders ➤ Implement the revised RMO policy and procedures ➤ Impact assess all new policies and procedures ➤ Extend diversity monitoring to include compliance (ACO Performance & Information)	95% of all offenders	Establish systems to provide and use race and gender monitoring reports in performance reviews.	➤ Provide staff briefings on the RMO policy and procedures and monitor implementation	95%	95%	95%	95%

National Probation Service – Lancashire Risk Register 2006/2007

Business Risk						Risk Management				
			Impact Analysis			Current Risk Management Strategy		Further action required		Last Review
Risk	Category	Owner	Likelihood/Probability	Impact	Risk Score		Controls in Place and Active and comments for information	(Further Action Required – Controls Proposed, if any)	Action Date	Review Date
					No.	2006/07 Business Plan Risk Assessment				
Failure to maintain and improve performance to meet Business Plan targets	Strategic Operational Financial	Colin Dearden	M	H	6		<ul style="list-style-type: none"> Performance Tracker Quarterly Reviews Basic Skills monitoring Programmes monitoring DTTO/DRR monitoring ICCP monitoring PSR/OASys monitoring Team based reports available for all areas of work 	<ul style="list-style-type: none"> Performance has improved continuously over the course of the past few months and we end 2005/06 in a relatively strong position. It is hoped to build on and improve this level of performance over 2006/07. 		April 2006
Failure to adequately prepare for/implement Custody Plus	Strategic Operational Financial Third Party Relationship	Ian Phillips	M	H	6		<ul style="list-style-type: none"> ACO attends regional implementation group Project Manager (0.5 WTE SPO) has now been appointed ACO has assisted in the formulation of the Custody+ pilot at HMP Preston 	<ul style="list-style-type: none"> Establish a project board and develop project plan Appoint a PSO for HMP Preston pilot Ascertain potential Custody+ throughput 		April 2006
Failure to manage and deliver the Service Level Agreement with the Regional Offender Manager	Strategic Operational Financial Third Party Relationship	Bob Mathers	M	H	6		<ul style="list-style-type: none"> Regular review of SLA requirements through SMG and Board Quarterly SLA review meetings between SMG and the ROM 			April 2006

Failure to work effectively with partners in developing and delivering services for offenders and to deliver the 5% target expenditure on partnerships with the Voluntary, Community and Private sectors.	Third Party Relationship Strategic Financial	Louise Taylor	H	M	6		<ul style="list-style-type: none"> Contract review meetings with partners Budget control meetings with Finance Regular tendering of new and existing contracts Commissioning and Contestability Project Board established which will include a full review of services provided and those required Work in progress to develop links with voluntary, community & private sectors. Briefing of existing partners regarding area, regional & national developments. 	<ul style="list-style-type: none"> Undertake gap analysis and develop market place The review of Partnership plans for 2006/07 		April 2006
Failure to live within the financial resources available and to accommodate the financial pressures arising from Job Evaluation, Custody Plus and the 5% VCS target.	Financial Strategic Operational Human Resources	Louise Mattinson	H	M	6		<ul style="list-style-type: none"> Detailed, devolved budgets prepared by the Finance Team in conjunction with the respective Budget Holders. Monthly budget monitoring and reporting procedures in place across all levels of the organisation Discussions ongoing with NPD and NOMS in respect of resource issues arising from Job Evaluation, Custody Plus and the 5% VCS target. 	<ul style="list-style-type: none"> Training for Budget Holders in Financial Management and Budgetary Control to be held in autumn 2006 		April 2006
Failure to manage High Risk Offenders in line with National Standards and Service Policy and Procedures.	Operational Human Resources Compliance	Louise Taylor	M	H	6		<ul style="list-style-type: none"> OASys Quality Management Plan introduced to assess quality of OASys assessments. Action Plan developed following initial feedback from risk thematic. Regular meetings held with area MAPPA coordinators to achieve consistency. Risk review day planned (22/05/06) with lead managers to formulate area plan for strengthening performance and practice. Work in progress to review and revise area risk procedures in light of Hanson & White report & findings from thematic. SFO reviews and findings to be standard agenda item at quarterly risk lead managers meetings. 	<ul style="list-style-type: none"> Efforts continue to be concentrated on improving the timely completion of sentence plans. 		April 2006

Failure to improve the completion, quality and timeliness of e-OASys		Janet Thomas	L	H	3		<ul style="list-style-type: none"> LPA actively engaged with bi-annual regional quality benchmarking events Quality management plan for LPA developed and agreed by SMG QMP Communicated to managers Feb Mar QMP To be implemented wef April 2006 PSR Template to be rolled out area wide July 2006 	<ul style="list-style-type: none"> Attention to be focused on quality improvement measures identified from implementation of QMP 		April 2006
Failure to prepare for the implementation of IT systems/projects including NOMIS, CRAMS, PSR templates.	Operational Human Resources Financial	ACO (Performance and Information)	L	H	3		<ul style="list-style-type: none"> IT Strategy group Training plan Union consultation Membership of CRAMS user group CRAMS Risk Assessment completed 	<ul style="list-style-type: none"> The area has still not achieved 100% usage of CRAMS by staff but is close. The awaited AT contact log has still not been made available by the NPD and a template in word is now being examined as an interim solution, pending the implementation of NOMIS in 2007 		April 2006
Lack of formalised Business Continuity Plan	Operational Financial Human Resources Compliance	Louise Mattinson	L	H	3		<ul style="list-style-type: none"> Work is underway to produce Business Continuity plans for each of our premises following the Business Continuity Planning day in October 2005. A team has been formed from the delegates at the event to work through the detail and collate the information to finalise the plans prior to issue and testing. 	<ul style="list-style-type: none"> Distribution, training and testing of the Business Continuity plans and contingency measures across the area. 		April 2006

<p>Staff management and employee relations</p> <ul style="list-style-type: none"> - sickness absence - staff resources/workforce planning - mobility - morale - role boundaries - pension changes - job evaluation 	<p>Financial Human Resources Operational</p>	Chris Brereton	M	H	6		<ul style="list-style-type: none"> • Monthly reports on sickness absence to SMG/District Managers • Nominated HR staff for District/Functional areas • Job Evaluation Steering Group in place • Six weekly union/management meetings to discuss industrial relation issues • Regional HR group to discuss good practice/regional collaboration • Regular reports to Board on HR issues • HR Strategy in place outlining objectives for the year. 	<ul style="list-style-type: none"> • A full review of sickness absence management has recently taken place with a number of recommendations made to improve sickness absence management, including new occupational health provision, improved recording systems. • Job Evaluation scheme to be in place by 1st October. • Workforce planning strategy to be implemented in 2006. 		April 2006
<p>Failure to prepare for contestability</p> <ul style="list-style-type: none"> - loss of business - loss of skilled staff 	<p>Strategic Financial Human Resources</p>	Louise Taylor	L	H	3		<ul style="list-style-type: none"> • Commissioning and Contestability Project Board established which will include a full review of services provided and those required. • Participate in regional unpaid work bid team & use the experience to develop expertise within area and on Area Project Board. 			April 2006
<p>Failure to provide an adequately maintained estate that meets the service delivery needs of the organisation and complies with the legislative requirements of Health and Safety.</p>	<p>Strategic Operational Human Resources Compliance</p>	Louise Mattinson	M	M	4		<ul style="list-style-type: none"> • Project delivery with NOMS Estates and Colliers CRE of the Burnley office refurbishment and creation of an offender suite. • Project specification design and delivery around the structural works at the Talbot Rd, Blackpool office. • Regular meetings held between the area and NPD Estates and the appointed contractors MITIE and Morrisons in pursuance of the Estates strategy and to monitor compliance with Health and Safety legislation. • Audits undertaken in respect of compliance with Health and Safety and other work related legislation including Asbestos, DDA, Fire Risk Assessments. • Estates database to log and track the progress of outstanding work 	<ul style="list-style-type: none"> • Development and implementation of contract monitoring reports to hold the contractors to account 		April 2006

Risk Score Assessment:

	Likelihood/Probability		
Impact	Low	Medium	High
Low	Low (1pt)	Low (2pts)	Medium (3pts)
Medium	Low (2pts)	Medium (4pts)	High (6pts)
High	Medium (3pts)	High (6pts)	High (9pts)