



# Cambridgeshire & Peterborough Probation Trust

## Business Plan 2011/12

April 2011

# Introduction

---

## ***From the Chair:***

It gives me pleasure to introduce this Trust's Business Plan for 2011/12. It is written in a different format from previous years and it is intended to be much more user friendly to both the staff of the Trust and to our partners and the public. The simplified format and content shows clearly how we have identified our key strategic priorities and the objectives that flow from them.

In a time of resource constraints for all Probation Trusts it is very important that we use our resources to achieve the best outcomes for the people of Cambridgeshire and Peterborough, whom we serve. Our priorities remain to reduce re-offending and to protect the public from harm caused by offenders. The objectives in this plan are designed to achieve these 2 key aims for the Trust.

In 2011/12 Probation staff will work with our partner agencies and the communities of this County to improve the quality of life for people and their communities by working to reduce offending and thereby reduce the number of victims caused by offenders.

**Kevin Ellis**  
**Chair**

## ***From the Chief Executive:***

This is our first annual plan following the election of a Coalition Government and their subsequent change of emphasis on criminal justice policy. As a Trust we need to respond to that changing environment and I intend to build our future activity around three key themes: quality, engagement and development. A focus on quality is what will define us as an organisation in an increasingly challenging financial and competitive environment; a focus on engagement, with offenders, with our partners and with stakeholders is what will define our approach to reducing re-offending; and a focus on development is what will define how we keep improving and modernising as a Trust.

Our plan is based around twenty strategic objectives covering all parts of our business. Every member of staff and our partners should be able to see how they make their contribution to our mission to reduce re-offending and prevent harm.

**John Budd**  
**Chief Executive Officer**

## The context in which we are operating

---

In December 2010, the Government published a Green Paper on its proposals for the future of sentencing, punishment and rehabilitation policy and set out its intention to create a 'rehabilitation revolution'. We can expect and must prepare for:

- Competition for probation services, starting with Community Payback in 2011/12
- Increasing focus on outcomes as the basis of future performance measurement
- Future funding to be based on a payment by results methodology

In December 2010, the Government also published its Localism Bill which aims to help build the Big Society by transforming the relationship between central government, local government, communities and individuals. We need to be able to respond to:

- Devolution of power and freedoms to our local authority partners
- Empowerment of local communities and neighbourhoods
- Continued focus and increasing expectations on local strategic partnerships and community safety partnerships

In October 2010, the Ministry of Justice announced its Spending Review Settlement. The Trust faces a 10% reduction in its budget over the next four years. We must:

- Continue to seek the most efficient ways to deliver our services
- Build valued partnerships with other organisations to provide services which we cannot undertake ourselves
- Respond to the economic situation that our staff, service users and partners face

In November 2010, the Police Reform and Social Responsibility Bill started its passage through Parliament. It may result in an elected Police Commissioner within our local criminal justice system by 2012. We will:

- Continue to develop our strong ties with Cambridgeshire Police
- Continued to contribute to the Local Criminal Justice Board structures

By April 2011 NOMS, our commissioner, will have appointed a new Director for Probation & Contracted Services replacing our regionally based Director of Offender Management. We look forward to building a new strong relationship with the postholder which emphasises our status as a provider and a local commissioner of services.

# Cambridgeshire & Peterborough Probation Trust Business Plan 2011/12

Our **mission** is to reduce re-offending and contribute to the prevention of harm in Cambridgeshire & Peterborough

Our **vision** is to provide locally driven services to communities, Courts & victims by managing offenders to minimise re-offending to make Cambridgeshire & Peterborough a safer place to live and work.

*Our strategic priorities are:*

**Quality**

**Engagement**

**Development**

*Our strategic objectives are:*

*The Organisation*

Ensure effective workforce

Improve efficiency

Ensure continuous improvement

Promote the Trust

Compete for work

*Offender Management*

Reduce Re-offending

Engage offenders

Strengthen partnerships

Align resources with risk

Respond to local priorities

Manage Court expectations

*Public Protection*

Safeguard children/adults

Protect the Public

Improve victim confidence

*Interventions*

Deliver customer focus

Expand service range

*Central Services*

Deliver best value

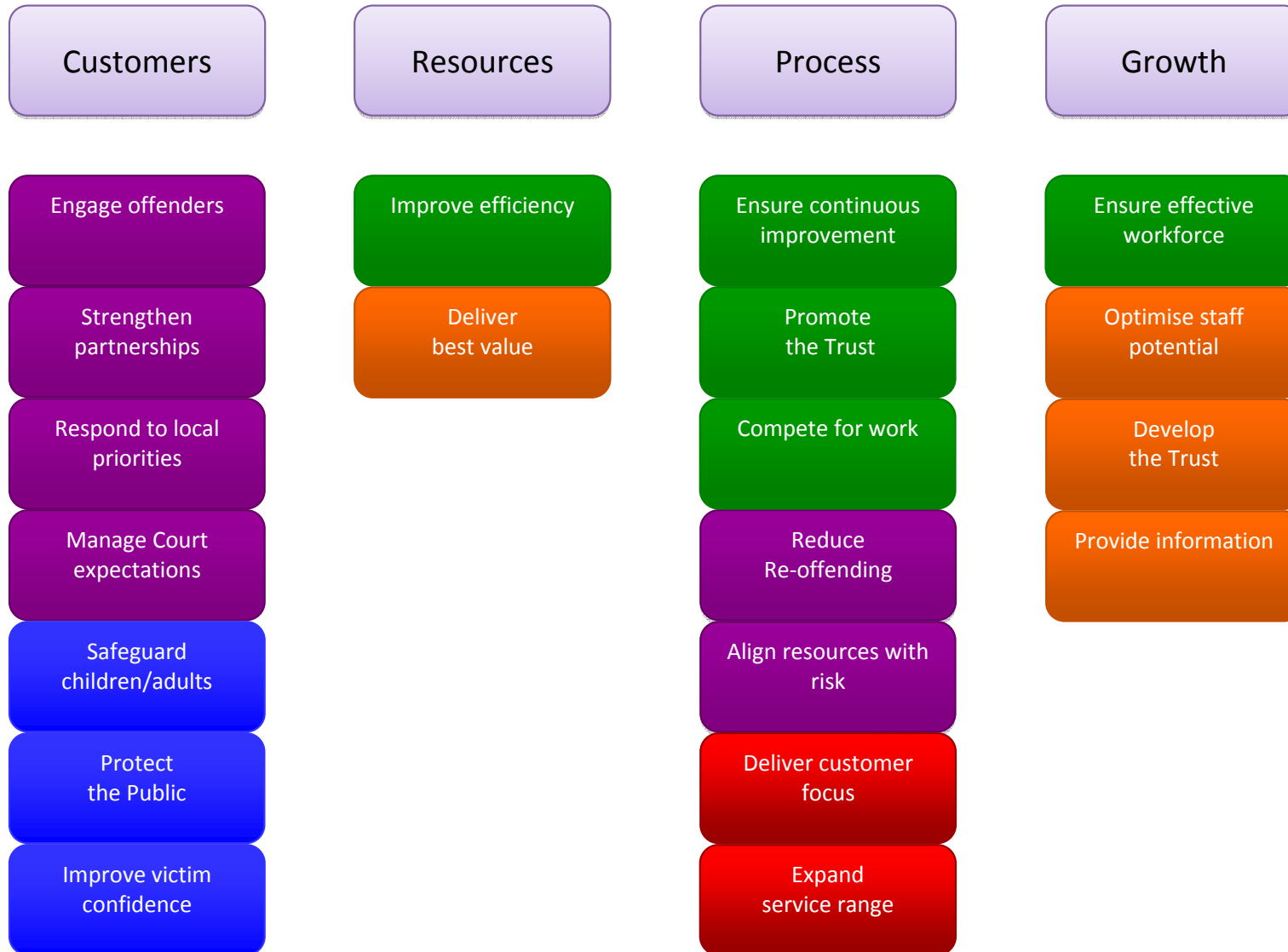
Optimise staff potential

Develop the Trust

Provide information

# Cambridgeshire & Peterborough Probation Trust

## How our balanced scorecard maps onto our business plan



# Our strategic priorities

---

## Quality

Quality matters. It can make the difference between an average service and a genuine lasting outcome. It's about a mindset to want to deliver the best service possible, attentive to risk, yet aware of cost. We want our staff to take pride in delivering quality; we want our partners to experience and contribute to quality, and we want service users to tell us what quality feels like for them. In this way, we can design quality into everything that we do and use to define who we are.

## Engagement

Research tell us that real engagement with service users can make a genuine difference. We want to ensure that we design services which meet the needs of offenders and victims, rather than just suiting us. We want to harness our professional skill base to ensure that we build powerfully effective relationships with service users and treat them with respect.

## Development

Any organisation which stops developing stops growing. Our Trust has taken major steps forward in relation to its performance and practice but there is still more to do. We want to further enhance the skills base of our staff group, develop our managers, maintain our front line capacity and build our back office capability. This continuing focus on developing the organisation will position us for the future, enable us to respond to competition and address financial challenges.

# An overview of our strategic objectives

## The Organisation

This year, we are aiming to build on our strengthened performance and quality base and ensure that the Trust is appropriately positioned to respond to competition. We will focus on further improving our efficiency, supported by strong and consistent processes, and we will continue to build an effective workforce for the organisation that we aspire to be. As our strength, capability and efficiency develops, we also intend to promote the Trust better, both within Probation and to the wider world.

## Offender Management

We will continue our focus on reducing re-offending and ensure that our other offender management work supports this, through how we engage with offenders, how we strengthen relationships with our partners and how we ensure that our resources follow and align with risk. Building further on our developing LDU model, we will also continue to shape our services to meet local priorities and we need to further improve how we respond to the expectations of the Courts.

## Public Protection

Protecting the public from those who would cause harm remains central to our overall mission and this year we also aim to strengthen our procedures and focus around safeguarding children and vulnerable adults. We are also aiming to improve the confidence which victims can have in the service we offer.

## Interventions

We expect a challenging year for Interventions and although one or more parts of the service may be subject to competition, we intend to further sharpen the customer focus which Interventions needs to have with those working in Offender Management, in order to ensure that we can place the right offender on the right intervention in a timely manner. We will also review and seek to expand our overall intervention service range to give Offender Managers real options for change.

## Central Services

No delivery organisation is complete without the efforts of those working behind the scenes in administrative and support roles. We want to ensure an ongoing focus on delivering best value, a continuing focus on developing staff and the Trust and ensuring that we provide timely and high quality management information.

## The Organisation: what we plan to do

Strategic Objective	Ref	Action	Success Measure	Lead	Due
Ensure effective workforce	A1	Develop clear expectations about the role of leaders in CPPT	M24	JB	30/6/11
	A2	Review the future shape, grade and skill base of the workforce	M24	JB	30/9/11
Improve efficiency	A3	Develop and deploy a scheme of financial delegation	M16	PS	30/6/11
Ensure continuous improvement	A4	Design and deploy a lean process management approach	M17	PS	30/9/11
	A5	Define expectations of staff in the context of Offender Engagement, Professional Judgement and revised National Standards	M17	MD	30/6/11
Promote the Trust	A6	Develop and implement a Communications strategy	M18	JB	31/7/11
	A7	Explore opportunities with private & third sector providers	M19	JB	31/3/12
Prepare for competition	A8	Agree and action a response to Community Payback competition	M19	JB	1/4/11
	A9	Develop a CCPT strategy to respond to the MoJ Competition strategy	M19	JB	30/7/11

## Offender Management: what we plan to do

Strategic Objective	Ref	Action	Measure	Lead	Due
Reduce Re-Offending	B1	Involve Community Safety Partnerships in the further development and roll-out of IOM	M3, M4	MD	31/12/11
	B2	Develop a Trust level approach to Payment by Results	M3, M4	PS	30/9/11
Engage offenders	B3	Use the offender survey results to make further improvements to local service delivery arrangements	M2	MD AH	31/7/11
	B4	Develop and implement plans to improve completion and compliance rates	M1	MD	30/9/11
	B5	Develop an approach to improving women's service provision	M1, M2	RM	30/9/11
Strengthen partnerships	B6	Review drugs and alcohol service provision to ensure alignment with CPPT business plan priorities	M3, M4	AH MD	30/4/11
	B7	Develop a proposal to improve mental health provision	M3, M4	MD	31/10/11
	B8	Develop a proposal to improve offender employment provision	M3, M4	RM	31/8/11
Align resources with risk	B9	Design & implement revised tiering guidance	M20, M21	MD	30/5/11
	B10	Implement layered OASys	M20, M21	MD	30/5/11
Respond to local priorities	B11	Include CSP priorities in CPPT planning priorities for 2012/13	M3, M4	MD	30/11/11
	B12	Develop an approach to working effectively with CSPs.	M3, M4	MD	30/9/11
Manage Court expectations	B13	Implement the CPPT strategy to increase the number of FDRs	M5,M6,M7	AH	30/4/11
	B14	Implement the CPPT strategy to reduce demand for unpaid work	M8, M9	AH	30/6/11
	B15	Develop a costed proposal for Attendance Centre implementation	M7	PS	31/5/11

## Public Protection: what we plan to do

Strategic Objective	Ref	Action	Success Measure	Lead	Due
Safeguard Children/Adults	C1	Implement a Safeguarding training plan	M10, M11	AH	30/6/11
	C2	Implement a new Safeguarding policy	M10, M11	AH	30/9/11
	C3	Implement a new notifications & referral process	M10, M11	AH	30/9/11
Protect the Public	C4	Develop plan to improve the use and effectiveness of ViSOR	M10, M12	MD	31/8/11
	C5	Implement new guidance for the management of Prevent cases	M10, M12	MD	31/8/11
	C6	Implement new guidance for the management of MAPPA 1 cases	M10, M13	MD	30/4/11
Improve victim confidence	C7	Develop a plan to align CPPT Victim Services with victim engagement	M14	AH	31/10/11
	C8	Develop a plan to deliver improvements against baseline in the Victim Satisfaction survey	M14	AH	31/10/11
	C9	Develop proposals to offer alternatives to IDAP for medium risk domestic violence offenders	M14	RM	30/6/11

## Interventions: what we plan to do

Strategic Objective	Ref	Action	Success Measure	Lead	Due
Deliver customer focus	D1	Develop and market an Interventions Service prospectus	M22, M23	RM	31/5/11
Expands service range	D2	Analyse offender needs data to identify volume and range of required interventions provision	M22, M23	RM	31/5/11
	D3	Re-design the delivery of Interventions Services	M22, M23	RM	31/10/11
	D4	Review the skills profile of staff in Interventions	M22	RM	31/7/11
	D5	Develop and deliver a specified activity requirement for women offenders	M22, M23	RM	30/11/11

## Central Services: what we plan to do

Strategic Objective	Ref	Action	Success Measure	Lead	Due
Deliver best value	E1	Undertake best value reviews in alignment with the SBC programme	M15	PS	31/3/12
Optimise staff potential	E2	Develop and deliver a Management Development programme	M26	AH	30/11/11
	E3	Implement improvements to the management of the PQF	M25	AH	31/5/11
	E4	Produce a People & Talent Development Strategy	M26	AH	31/7/11
Develop the Trust	E5	Explore the opportunities for closer alignment with other Probation Trusts in pursuit of capability & capacity enhancements	M19	JB	31/1/12
	E6	Evaluate the opportunities for CPPT to increase its provider service base	M19	JB	30/12/11
	E7	Develop a plan to achieve the IIP Award	M19	MD	31/1/12
	E8	Develop a plan to secure external recognition for H&S standards	M19	AH	30/12/11
Provide information	E9	Develop information on re-offending rates	M27, M28	MD	30/11/11
	E10	Finalise and implement management information to support the roll-out of the Scheme of Financial Delegation	M27, M28	PS	31/7/11
	E11	Implement PTRS to replace current NOMS performance measurement requirements	M27, M28	MD	30/4/11
	E12	Develop a strategy to evolve current management information into business intelligence and knowledge	M27, M28	MD PS	31/3/12

## Our success measures

Ref	Measure	Ref	Measure
M1	% of offenders successfully completing their order	M16	Performance against a CPPT basket of efficiency indicators
M2	% of offenders satisfied with service delivered	M17	EFQM self-assessment score
M3	Re-offending rate of those under supervision by event	M18	Performance against a basket of communication indicators
M4	Re-offending rate of those under supervision by frequency	M19	Board confidence rating in Trust capability
M5	Proportion of reports delivered in accordance with ratio	M20	% of PO offender managers managing Tier 2 cases
M6	Proportion of FDRs delivered within 5 working days	M21	% of tiered cases aligning with preferred staffing grades
M7	% of sentencers satisfied with service delivered	M22	% of offender managers satisfied with the service delivered
M8	Number of CP requirements made	M23	% of offender need met by termination of order
M9	Number of CP hours ordered	M24	% of staff who report feeling properly equipped for their role
M10	OMI 2 self-assessment score	M25	% of successful PQF completions
M11	No. of safeguarding investigations resulting in culpability	M26	% of staff training requirements in PPDAs delivered
M12	No. of SFO investigations resulting in culpability	M27	% of managers satisfied with the quality of MI reports
M13	MAPPA Quality Audit rating	M28	% of managers satisfied with the availability of MI reports
M14	% of victims satisfied with service delivered		
M15	Comparison against SBC “does cost” operating model		

# BALANCED SCORECARD

## CUSTOMERS

Local Ref	Lead	Nat Ref	Indicator	Target	Milestone	Perf	Report Frequency	Trend
M1	MD	OM20	Orders or Licences Successfully Completed	73%			Monthly	
M2	MD/AH	OM29	Offenders report Positive Engagement with the OM Process	70%			Annual	
M3	MD/PS		Reoffending rate of offenders under supervision by event	Range +5% to -5% difference to predicted (range of insignificance)			Quarterly	
M4	MD/PS		Reoffending rate of offenders under supervision by Frequency	New measure TBD			Quarterly	
M5	AH/MD		PSRs delivered as Fast Delivery Reports	50%			Monthly	
M5a	AH/MD		PSRs delivered as Oral Reports	30%			Monthly	
M6	AH/MD		Timely Delivery of Fast Delivery Reports	50%			Monthly	
M7	AH		Sentencers report satisfaction with the services provided	98%			Annual	
M8	AH		Community Payback Requirements Made	1710			Monthly	
M9	AH		Community Payback Hours Ordered	180559			Monthly	
M10	AH/MD		OMI 2 Self Assessment Score	73%			3 Year	
M11	AH		Safeguard Investigations Resulting in organisational Culpability	0			Quarterly	
M12	MD		SFO Investigations Resulting in organisational Culpability	0			Quarterly	
M13	MD		MAPPA Quality Audit Rating	TBC				
M14	AH/RM	OM32	Victims report satisfaction with the services provided	100%			Monthly	

## RESOURCES

Local Ref	Lead	Nat Ref	Indicator	Target	Milestone	Perf	Report Frequency	Trend
M15	PS		Basket of benchmarking costs	TBC				
M16	PS		CPPT Basket of Efficiency Indicators	TBC				

## PROCESS

Local Ref	Lead	Nat Ref	Indicator	Target	Milestone	Perf	Report Frequency	Trend
M17	MD/PS		EFQM Self Assessment Score	300			Annual	
M18	JB		CPPT Basket of Communication Indicators	TBC				
M19	JB		Board confidence rating in Trust capability	TBC				
M20	MD		Proportion of Tier 2 offenders being managed by PO OM's	25%			Monthly	
M21	MD		Proportion of Tier 3 offenders being managed by PSO OM's	5%			Monthly	
M22	RM		OM's report satisfaction with the services delivered	80%			Quarterly	
M23	RM		% of offenders showing a reduction in OASys OGP / OVP scores at termination of order	50%			Monthly	

## GROWTH

Local Ref	Lead	Nat Ref	Indicator	Target	Milestone	Perf	Report Frequency	Trend
M24	AH		Staff report that they feel properly equipped for their role	80%			Bi-Annual	
M25	AH		Proportion of successful PQF completions	90%			Bi-Annual	
M26	AH		Proportion of timely staff training requirements in PPDAs	90%			Annual	
M27	MD/PS		Proportion of managers satisfied with quality of MI reports	90%			Bi-Annual	
M28	MD/PS		Proportion of managers satisfied with availability of MI reports	90%			Bi-Annual	

## Staff Development Objectives 2011/12

---

- To prioritise the provision of a Middle Managers' Development package that will equip and enable CPPT managers to deliver consistently against the Business Plan, and develop their skills as future leaders
- To deliver the required training and development for all aspects of the Probation Qualifying Framework
- To recognise the skills, knowledge and expertise already available within CPPT staff group and to harness this input into the delivery of staff development events
- To distinguish between development and training, and be clear about how the quality assurance required for each is confirmed
- To support a robust learning culture within CPPT
- To respond wherever possible to CPPT development needs, maximising opportunities for staff development either within the Trust or externally
- To aspire to excellence and celebrate our achievements

# Budget 2011/12

	2011-2012	
	£000	%
Employees		
Chief Officers	346	3.34
Team Managers	628	6.06
Probation Officers	2,220	21.42
Probation Service Officers	2,039	19.67
Unpaid Work Supervisors	430	4.15
Community Payback Managers	293	2.83
Approved Premises Supervisors	169	1.63
Middle Managers	223	2.15
Administrative	1,247	12.03
Drivers	2	0.02
Trust Chair	17	0.16
Training	50	0.48
Pensions	14	0.14
Pay & Pension Increase Provision	125	1.21
Other Employee Expenses	17	0.16
	<b>7,820</b>	<b>75.45</b>
Facilities & Estates	903	8.71
IT	338	3.26
Running Costs	386	3.72
Travel & Subsistence	322	3.11
Offender Support	596	5.75
<b>Gross Expenditure</b>	<b>10,365</b>	<b>100.00</b>
LESS		
Approved Premises Residents Charge	-26	-0.25
Contributions	-872	-8.41
<b>Total Income</b>	<b>-898</b>	<b>-8.66</b>
<b>Net Expenditure</b>	<b>9,467</b>	<b>91.34</b>

# Business Plan Risk Register 2011/12

Business Plan Objective	Organisational Risks VL = Very Low L = Low M = Medium H = High VH = Very High						
	Risk Ref No	RISK DESCRIPTIONS and Action Owner in relation to risk	Risk Status as at 1 April 2011			CURRENT RISK STATUS (to be completed at End Quarter 1)	
			Likelihood	Impact	Risk Rating (1/4/11)	Risk Status at end of each quarter (for end Q1)	Change from Previous Risk Rating
A8/9	1	Insufficient capability in organisation to deliver required business change including competition requirements <i>Action Owners: John Budd - CEO</i>	M	H	19		
C4/5/6	2	Failure to protect the public from serious harm by break down in risk management systems and operational processes <i>Action Owner: Mike Dyson/Paul Seaton – ACOs</i>	L	H	16		
All	3	Failure to deliver the Contract with NOMS <i>Action Owner: John Budd - CEO</i>	H	VH	24		
A1/2	4	Effectiveness of workforce plan including management of workload and staff mobility <i>Action Owner: John Budd - CEO</i>	H	VH	24		
B9/10	5	Failure to influence sentencers leading to inappropriate use of sentences <i>Action Owners: Alison Hancock/ - ACO</i>	M	H	19		

## Business Plan Risk Register 2011/12

	Risk Ref No	RISK DESCRIPTIONS and Action Owner in relation to risk	Risk Status as at 1 April 2011			CURRENT RISK STATUS (to be completed at End Quarter 1)	
			Likelihood	Impact	Risk Rating (1/4/11)	Risk Status at end of each quarter (for end Q1)	Change from Previous Risk Rating
E4	6	Low staff morale and inadequate focus on health & wellbeing of staff. <i>Action Owner: Alison Hancock – ACOs</i>	M	H	19		
A4	7	Failure to meet legislative requirements (including Health & Safety, Single Equality Scheme and information security policies) <i>Action Owner: Mike Dyson/Alison Hancock – ACOs</i>	L	H	16		
All	8	Capacity of Trust Board to maintain leadership in environment of changing public policy <i>Action Owner: John Budd-CEO</i>	L	H	16		
A3	9	Ability to restrict expenditure within reduced budget allocations <i>Action Owner: John Budd – CEO</i>	H	H	22		
E1	10	Failure to achieve benefits realisation due to national contracts, eg IT and Estates. <i>Action Owner: John Budd – CEO</i>	M	H	19		