



LANCASHIRE

What We Achieved In 07/08 & How We Are Working In 08/09

Enforcement, rehabilitation & public protection

We are pleased to present our key achievements from the past year and outline our plans for the year ahead in this document. It shows how we provide a high quality service to the communities of Lancashire and supports the service level agreement between Lancashire Probation Board and the North West Regional Offender Manager.

Public protection continues to be the highest priority. We are working through the multi agency public protection arrangements with our partners from the police and the prison service and we take very seriously our duty to protect the public and ensure that the needs of victims are carefully considered in decisions that we make.

As a result of pressures upon our resources we have set in train a series of reviews throughout the organisation in order to ensure that we are working to maximum efficiency. We will also be continuing to reduce levels of absence through sickness in connection with which recent new policies and procedures have been introduced.

While the last year has shown a good level of

performance we want to build on this and improve the quality of the work that we do. We recognise that there are improvements that we need to make particularly in relation to the completion of assessments and sentence planning. We will also during this year work with other probation services in the region to support the regional business plan. We will be working with other statutory and voluntary sector organisations throughout the region on the Reducing Reoffending Delivery Plan for the North West. We will also be working within the context of local area agreements and service agreement targets.

Our commitment to diversity remains strong and we will be continuing to implement a number of equality initiatives in line with recent changes in legislation. During the past year we introduced a best value approach to our work and we will be building on this throughout 2008/09 in conjunction with other probation areas.

Finally, we will be undertaking work in relation to Lancashire Probation Area's move to a Probation Trust. We will hear later in the year the timing of this but we

have already begun the preparatory work and recently completed an organisational self assessment.

Our aim is to continue to maintain a high level of performance in Lancashire Probation area to provide a high standard of service to communities, sentencers and those who commission our services.



Robert Mathers
Chief Officer



Roy Male
Board Chair



What is the Lancashire Probation Service?



Lancashire Probation Service protects the public in Lancashire by punishing and rehabilitating offenders. Across the county we are working to reduce crime and to help build safer communities.

We are one of 42 probation areas in England and Wales that make up the National Probation Service. The Ministry of Justice has overall responsibility for the National Probation Service and is also responsible for courts, prisons and constitutional affairs.

THE LANCASHIRE PROBATION BOARD'S ROLE IS TO OVERSEE THE WORK OF THE SERVICE IN LANCASHIRE. THE BOARD IS LED BY CHAIRMAN ROY MALE CBE AND IS ACCOUNTABLE TO THE NATIONAL PROBATION SERVICE DIRECTOR FOR THE PERFORMANCE AND DELIVERY OF SERVICES IN LANCASHIRE AGAINST NATIONAL TARGETS. THE AREA SERVICE IS SCRUTINISED BY HM INSPECTORATE OF PROBATION AND LOCAL AND DISTRICT AUDITORS.

THE BOARD'S MAIN DUTIES ARE TO:

- EMPLOY THE AREA SERVICE'S STAFF
- PROVIDE FOR EFFICIENT PROBATION WORK IN LANCASHIRE AREA
- OVERSEE THE AREA'S ANNUAL BUDGET
- ENSURE THAT OFFENDERS AND THE COMMUNITY KNOW ABOUT THE WORK OF PROBATION AND UNDERSTAND PROBATION SERVICES.

The service has over 650 staff working from 16 offices across Lancashire. Staff also work within the six prisons and 12 magistrates' courts across Lancashire and in the two crown courts based in Preston and Burnley.

The service works closely with all the other criminal justice agencies in Lancashire: the police, the prison service, the Courts, the Crown Prosecution Service, Youth Offending Teams and Victim Support as part of the Lancashire Criminal Justice Board.

Our priorities in Lancashire are:

- **Public Protection**
Ensuring that offenders are supervised in a way which maximises protection of the public from harm and reduces reoffending
- **Service Delivery**
Managing offenders on court orders and prison licences to agreed standards. Ensuring that offenders

comply with conditions and that enforcement is swift where they do not

- **Managing People**
Ensuring that the organisation has staff with the right mix of skills and ability to deliver its aims and to maintain a healthy workforce
- **Diversity**
To provide equal opportunities for staff and non discriminatory services to offenders
- **Business Development**
To develop the local commissioning of services and the implementation of a best value regime in order to deliver value for money.

In Lancashire, we are responsible for the delivery of reports about offenders to the courts and the supervision of offenders in the community. We deliver programmes and interventions to rehabilitate offenders and reduce the chance of them committing crime in the future.



How is Lancashire Performing?

We are performing well in Lancashire. In 2007/08 we achieved all of our main operational targets. Some targets, particularly the number of offenders completing unpaid work, the number of offenders referred to skills for life, and contact with victims, were significantly exceeded.

The Lancashire Business Plan for 2007-08 took full account of the National and Regional priorities. At the end of the year the outcome of the Service Level Agreement process was that for interventions all the targets set by the Commissioner were achieved. All but two of the performance targets for offender management were achieved. The Commissioner expressed a high level of satisfaction with performance against the Service Level Agreement during 2007-08.

Public Protection

Public protection remains at the heart of the service and the area continues to have a strong commitment at senior management level to a range of multi agency forums including the Safeguarding Boards and the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Management Board.

The area has ensured that the implementation of offender management across the area is a top priority. The community element of offender management is now well embedded and there has been a strong commitment over the past year to implement end to end offender management for those in custody and on licence. Work in the prisons is a key element of Lancashire which has six prisons within the county. The Chief Officer meets regularly with the Area Manager for the Prison Service and individual governors and has kept the implementation of offender management under review.

Diversity

Diversity issues have a high priority within Lancashire Probation area. A strong working relationship is developing with the black and minority ethnic communities across Lancashire and a very successful consultation event took place during the year by the Partnership and Commissioning unit to develop a dialogue with voluntary sector groups from a variety of ethnic and faith groups. The area also hosted and chaired a Faith Alliance conference organised by the Regional Offender Manager which took place at the Gujarat Centre in Preston.



How is Lancashire Performing?

People

Having the best people working for us also remains at the heart of the service and a number of new staff policies were introduced throughout the year. These were on: Flexible working, to allow staff (whether covered by legislation or not) to apply to change their working week in order to support a work/life balance, staff mobility and managing performance and appraisal. We ensured ongoing and continuous training and development opportunities for staff at all levels and over 20 NVQs were achieved by employees during the year.



Partnerships

Over the past 12 months, we have continued to work with a range of partners across the statutory, voluntary, faith and private sectors. We have hosted several events which were aimed at increasing our engagement with these groups including an event with victims and women's organisations and events with Local Authorities, Registered social landlords and housing providers to launch the DISC Accommodation Placement Service.

We continue to develop close alliances with many of our partners who deliver services that help us to reduce reoffending. This year has seen the development of a strong partnership with Lancaster and Morecambe College and CXL (formerly connexions) to deliver offender learning and employment opportunities and joint commissioning arrangements continue with Supporting People and the drug & alcohol action teams across Lancashire.

Resources

The expenditure of the Lancashire Probation Board

is planned and controlled through the annual budget process, and is determined by the level of funding received from the Ministry of Justice through the National Offender Management Service (NOMS). Expenditure on the day to day running costs of the service is determined through the revenue budget, and recorded in the Operating Cost Statement.

The Board's Net Operating Costs for the year were £23.486 million (2006/07 £21.041 million), an increase of 11.6% (2006/07 4.3%).

Recognition

The service achieved a number of awards during the year. Programmes tutors working with staff at HMP Kirkham were commended for their "through the gate" work with prisoners. Staff also received local Justice Awards in the areas of 'Outstanding commitment to diversity', long service, community engagement and contribution to working with offenders. In addition, one long-serving member of staff received an MBE in the Queen's New Year Honours in recognition for his work with offenders.



Jobs & Skills for Offenders

Gaining a job is a major factor in keeping people away from crime, but many offenders struggle with basic skills such as literacy and numeracy, thereby limiting their prospects of gaining employment.

In 07/08, we successfully helped 835 unemployed offenders gain employment and helped 2698 gain access to basic skills training.

Community Payback (Unpaid Work)

The courts can order an offender to complete between 40-300 hours of unpaid work as part of a community order. The aim is for the offender to payback to the community for their crimes. Where possible we arrange work which will help them learn skills to improve their employability.

In 07/08, 215,159 hours were completed by offenders that directly benefited the community in Lancashire.

Community Orders

We supervise offenders ordered to complete their sentences in the community as well as prisoners who have

been released on licence.

In 07/08, we supervised over 8,300 offenders in the community and on licence. 65% of these were completed successfully.

Court Reports

The service prepares reports for the courts to assist magistrates and judges with sentencing decisions. The report looks at why an offence occurred, the circumstances, the offender's background and assesses the risk they still pose to the public.

In 07/08, we prepared 6993 reports for the courts.

Programmes

We deliver programmes on thinking skills, substance misuse, drink driving, sex offending, aggressive behaviour and domestic violence that aim to reduce reoffending by getting offenders to address their offending behaviour.

In 07/08, 113 offenders completed domestic violence programmes and 45 completed sex offender treatment programmes.

Victims

We employ dedicated victim liaison officers who contact all victims where the offender has been sentenced to 12 months or more in custody for a violent or sexual offence. Through these officers, we keep the victims updated about the offender's sentence and what will happen when they are released. The victims are able to share their views and contribute to release proposals.

In 07/08, we contacted 626 victims.

REDUCING REOFFENDING

DOES ALL OF THIS WORK AT STOPPING OFFENDERS FROM COMMITTING FURTHER CRIMES? IN LANCASHIRE THE ANSWER IS YES. AS OF SEPTEMBER 2007, REOFFENDING IN LANCASHIRE WAS 10.9% LESS THAN PREDICTED.



Martin's Story

Martin* fell into drugs in his thirties following a relationship break up. He moved away from the area where he had lived all his life and ended up living rough. He became a heroin addict and turned to shoplifting to fund his habit.

Martin was sentenced for supplying drugs to an undercover police officer and was sentenced to serve his sentence in the community and attend an "Addressing Substance Related Offending" programme to help him tackle his addiction. One of the other conditions of his order was that he attend literacy and numeracy classes and a JobQuest course to help improve his chances of employment.

Martin explains: "Although I didn't want to attend I decided to make the best of a bad situation. It's been a true revelation. In a way I have swapped one addiction for another but this time it's legal and good for your health. I just want to gain more qualifications. For someone who hadn't any qualifications I didn't realise

how liberating education could be. I can use words like potential and choices for the future (future... I never thought about that before).

In the last twelve months I have gained my level one and two literacy, level one in Job Seeking skills and I am currently on level one in interpersonal skills.

Coming into education has given me something to get up for a purpose in life, endless possibilities and self respect. A road of recovery and discovery.

Being a student at the adult college has made me feel proud, it wasn't necessarily the subjects I studied at first that made me like this it was being treated as an equal, the support, the enthusiasm of the tutors, they just cared and didn't judge."

Martin successfully completed his order, got clean from drugs and is now looking for work.

* not his real name.



We work with the communities in Lancashire in many different ways:

EVENTS

WE WORK WITH THE OTHER CRIMINAL JUSTICE AGENCIES IN LANCASHIRE TO RUN PUBLIC EVENTS THAT EXPLAIN ABOUT THE WORK WE DO. "QUESTION TIME" EVENTS GIVE THE PUBLIC THE OPPORTUNITY TO PUT QUESTIONS TO A PANEL OF SENIOR OFFICERS FROM ALL THE CRIMINAL JUSTICE AGENCIES ABOUT CRIME IN LANCASHIRE AND HOW WE DEAL WITH IT. WE WORK WITH THE COURTS AT "YOU BE THE JUDGE" EVENTS TO GIVE MEMBERS OF THE PUBLIC THE CHANCE TO TAKE PART IN A SENTENCING EXERCISE BASED ON REAL CASES SO THEY CAN GAIN A BETTER UNDERSTANDING OF THE LEGAL SYSTEM. TO FIND OUT WHERE THE NEXT EVENT IS, VISIT

WWW.CJSONLINE.GOV.UK/LCJB/LANCASHIRE

COMMUNITY GROUPS

LOCAL MAGISTRATES AND MEMBERS OF THE LANCASHIRE PROBATION SERVICE WORK TOGETHER TO IMPROVE PUBLIC CONFIDENCE IN SENTENCING AND RAISE AWARENESS OF THE EFFECTIVENESS OF COMMUNITY PENALTIES. WE MEET UP WITH COMMUNITY GROUPS ACROSS THE COUNTY TO DELIVER AN INTERACTIVE SENTENCING EXERCISE, FREE OF CHARGE.

THE PRESENTATION COVERS HOW SENTENCING DECISIONS ARE MADE BY MAGISTRATES AND HOW THE PROBATION SERVICE SUPERVISES OFFENDERS IN THE COMMUNITY. IN 07/08 WE GAVE PRESENTATIONS TO OVER 400 PEOPLE THROUGH THIS SCHEME. IF YOU WOULD LIKE A PRESENTATION TO YOUR GROUP, PLEASE EMAIL LCCS.COORDINATOR@BTINTERNET.COM

COMMUNITY PAYBACK

EVERY DAY, OFFENDERS ARE COMPLETING UNPAID WORK IN THE COMMUNITY ACROSS THE COUNTY TO PAYBACK FOR THEIR CRIMES. WE SELECT WORK WHICH PROMOTES COMMUNITY SAFETY, PREVENTS CRIME, TACKLES NEIGHBOURHOOD SECURITY AND REPAIRS DAMAGE. ANYONE CAN SUGGEST A NOT-FOR-PROFIT PROJECT FOR OFFENDERS TO WORK ON BY VISITING OUR WEBSITE:

WWW.PROBATION-LANCASHIRE.ORG.UK

OR CONTACTING THEIR LOCAL PROBATION OFFICE.



What are we doing in 2008/09?

We are never complacent and are working to provide an even better service to the communities of Lancashire in 2008/09. Our priorities are:

Public Protection

- To improve the timeliness and quality of risk assessments
- Implement guidance on parole review reports
- Manage offenders to national standards requirements
- Work with key partners to manage the risk posed by offenders
- Use the approved premises to deliver enhanced supervision to high risk offenders
- Work with the victims of crime

Service Delivery

- Deliver services in accordance with the offender management model
- Achieve compliance with court orders and licence conditions

- Achieve swift enforcement of court orders and licences
- Provide the courts with timely reports to inform sentencing
- Maintain effective liaison with sentencers
- Deliver targeted interventions
- Provide appropriate alternatives to custody for offenders who might otherwise receive a short prison service

Managing People

- Reduce sickness absence
- Modernise the workforce to meet business needs
- Ensure that staff are trained and developed to meet service targets
- Maintain and improve employee relations with recognised trade unions and staff
- Review HR policies and procedures to meet business needs
- Develop effective joint working arrangements with Cumbria Probation Board

Diversity

- Develop a data set that identifies outcomes for minority groups at area and team level
- Ensure that the service has a balanced workforce that reflects minority groups within Lancashire
- Implement a diversity equality scheme that meets the seven strands of diversity
- Ensure that the organisation meets its obligations in relation to diversity equality legislation

Business Development

- Complete a programme of best value reviews
- Ensure that performance information is accurate, timely and relevant
- Commission services that deliver value for money
- Work in partnership with the third sector and statutory agencies to achieve reductions in reoffending
- Review business processes to achieve efficiency and continuous improvement.



- **90%** OF PRE-SENTENCE REPORTS TO BE COMPLETED WITHIN THE TIMESCALES SET BY THE COURT
- **90%** OF REMAND IN CUSTODY PRE-SENTENCE REPORTS FOR MAGISTRATES COURTS COMPLETED WITHIN 10 WORKING DAYS
- **60%** OF BREACHES OF COMMUNITY ORDERS RESOLVED WITHIN 25 WORKING DAYS
- **70%** OF CASES TO REACH THE SIX MONTH STAGE WITHOUT REQUIRING BREACH ACTION
- **90%** OF VICTIMS TO BE CONTACTED WITHIN 8 WEEKS OF AN OFFENDER RECEIVING 12 MONTHS OR MORE IN CUSTODY FOR A SEXUAL OR VIOLENT OFFENCE

- **90%** OF OFFENDER ASSESSMENTS TO BE COMPLETED OR UPDATED WITHIN APPROPRIATE TIMESCALES
- **90%** OF PAROLE ELIGIBLE CASES IN WHICH THE PAROLE ASSESSMENT REPORT WAS COMPLETED WITHIN THE REQUIRED TIMESCALE
- **70%** OF OFFENDERS IN SETTLED AND SUITABLE ACCOMMODATION AT THE END OF THEIR ORDER OR LICENCE
- **90%** OF PROLIFIC AND PRIORITY OFFENDERS ON LICENCE FOR A TRIGGER OFFENCE THAT HAVE A DRUG TESTING CONDITION INSERTED INTO THEIR LICENCE
- **1500** REFERRALS TO THE LEARNING AND SKILLS COUNCIL

- **70%** OF ORDERS OR LICENCES SUCCESSFULLY COMPLETED.
- **43** OFFENDERS COMPLETE ACCREDITED SEX OFFENDER PROGRAMME
- **90** OFFENDERS COMPLETE ACCREDITED DOMESTIC VIOLENCE PROGRAMME
- **352** OFFENDERS COMPLETE ACCREDITED OFFENDING BEHAVIOUR PROGRAMMES
- **1372** OFFENDERS COMPLETE UNPAID WORK ORDERS
- **192** OFFENDERS COMPLETE DRUG REHABILITATION REQUIREMENTS.
- **456** OFFENDERS FIND AND SUSTAIN EMPLOYMENT



Where can I find out more?



**Lancashire Probation Service
99-101 Garstang Road
Preston
Lancashire
PR1 1LD**

T: 01772 201209

F: 01772 884399

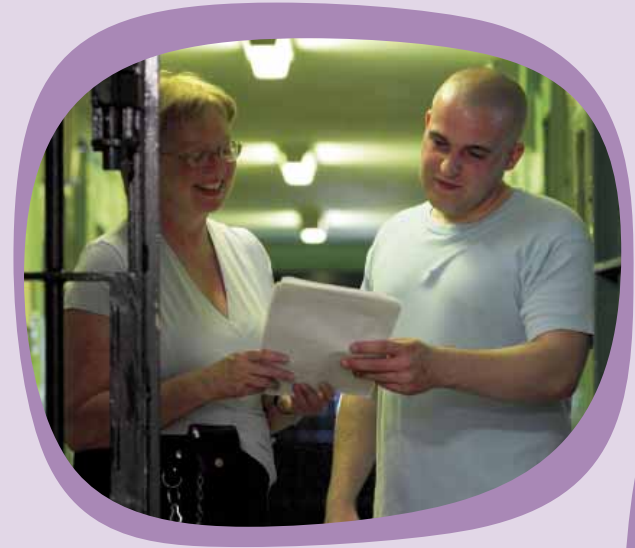
E: communications@lancashire.probation.gsi.gov.uk

W: www.probation-lancashire.org.uk

OUR FULL 2007-08 ANNUAL REPORT AND EXPENSES AND OUR 2008-09 BUSINESS PLAN CAN BE FOUND ON OUR WEBSITE AT WWW.PROBATION-LANCASHIRE.ORG.UK. THE SITE ALSO CONTAINS NEWS, EMPLOYMENT OPPORTUNITIES AND A SECTION TO COMPLETE IF YOU WOULD LIKE TO NOMINATE A PROJECT IN YOUR AREA THAT WOULD BENEFIT FROM COMMUNITY PAYBACK.

PLEASE CONTACT US IF YOU REQUIRE THIS DOCUMENT IN A DIFFERENT LANGUAGE OR ALTERNATIVE FORMAT.





www.probation-lancashire.org.uk