

# Probation in Lancashire



## Business Plan 2003–2004 Summary

NATIONAL PROBATION SERVICE  
for England and Wales  
Lancashire

*This is a summary of the Annual Business Plan of the National Probation Service Lancashire Area. The Business Plan in full is published on our website [www.probation-lancashire.org.uk](http://www.probation-lancashire.org.uk) or obtainable by writing to: The Chief Officer, National Probation Service Lancashire 99-101 Garstang Road, Preston. PR1 1LD*

The business plan identifies how we will deliver the priorities and targets which the Government has set for the National Probation Service to:

- protect the public
- ensure the proper punishment of offenders in the community
- reduce re-offending and rehabilitate offenders
- make offenders aware of the effects of crime on victims and on the community

The Service has a critically important task in working for the protection of all members of the community. We recognise that the most serious of crimes will continue to attract custodial sentences but will provide the courts with a range of community sanctions which not only punish the offender but are effective in preventing further offending. This year sees the introduction of the OASys offender assessment system which will bring with it not only a major advance in the quality of our assessment work but also in the exchange of case management information with our criminal justice partners. In carrying out our responsibilities it is vital that all sections of the community should have confidence in the Service. That confidence will only come about if they receive good information about the Probation Service's work and are persuaded that its methods are effective. We shall continue to implement the 'What Works' initiative using evidence-based supervision programmes with proven impact in reducing crime. A number of accredited programmes are already established in Lancashire and the coming year will see them extended. There is encouraging evidence of a significant reduction in re-offending from these structured programmes. This year will see some major capacity building as we look to increase the number of offenders starting Drug Treatment and Testing Orders by 50% and prepare for the implementation of the Enhanced Community Punishment Scheme from October 2003. We shall also pilot the new community sentence Intensive Control and Change Programme targeting offenders aged 18-20.

The Service will give priority to the management of high risk offenders under the multi-agency public protection arrangements introduced in April 2001. Attending to the interests of victims is another major commitment and a particular focus will be given to sustaining the improved timeliness with which they are contacted in those cases where the offender is sent to prison for twelve months or longer.

In Lancashire we have a long-standing commitment to working on issues of equality and diversity. It will be important that we review the impact and effectiveness of our Race Equality Scheme and ensure that minority ethnic communities are fully informed and consulted on matters affecting their interests. We look to achieve further improvement, too, in the proportion of our workforce from minority ethnic communities in pursuit of the race equality targets which the Home Secretary has set.

John Crawforth Chief Officer

Tony Fowles Chair, Lancashire Probation Board

## WHAT WE SHALL DELIVER

## OUR PERFORMANCE TARGET

### ● What Works to reduce offending by:

- Accredited Programmes tackling offending behaviour
- Enhanced Community Punishment
- Intensive Control and Change targeting offenders aged 18-20
- Drug Treatment and Testing Order to reduce drug-related crime
- Increase offender's educational qualifications to improve employability

**470 offenders completing**  
**633 offenders commencing**  
**45 offenders commencing**  
**275 offenders commencing**  
**127 offenders completing skills awards**

### ● Enforcement

Ensure action is taken against offenders who break the conditions of their Order or Licence

**Prompt enforcement in at least 90% of these cases**

### ● Quality of Pre-Sentence Reports

Measured by National standards monitoring

**90% assessed as satisfactory or better**

### ● Contact with victims of crime

Ensure we offer contact to victims within 8 weeks when an offender is sentenced to 12 months' custody or longer

**85% minimum target. We achieved 92% last year**

### ● Achieving racial equality

As an employer increase diversity and minority ethnic proportion in workforce diversity  
Ensure a clear recommendation in Pre-Sentence Reports on minority ethnic offenders

**5.4% of workforce reflecting minority communities**  
**95% as a minimum target**

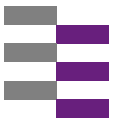
### ● Organisational excellence and efficiency

Reduce days lost through employee sickness

**Reduce to average 9 days per employee per year**

Enforcement, rehabilitation and public protection

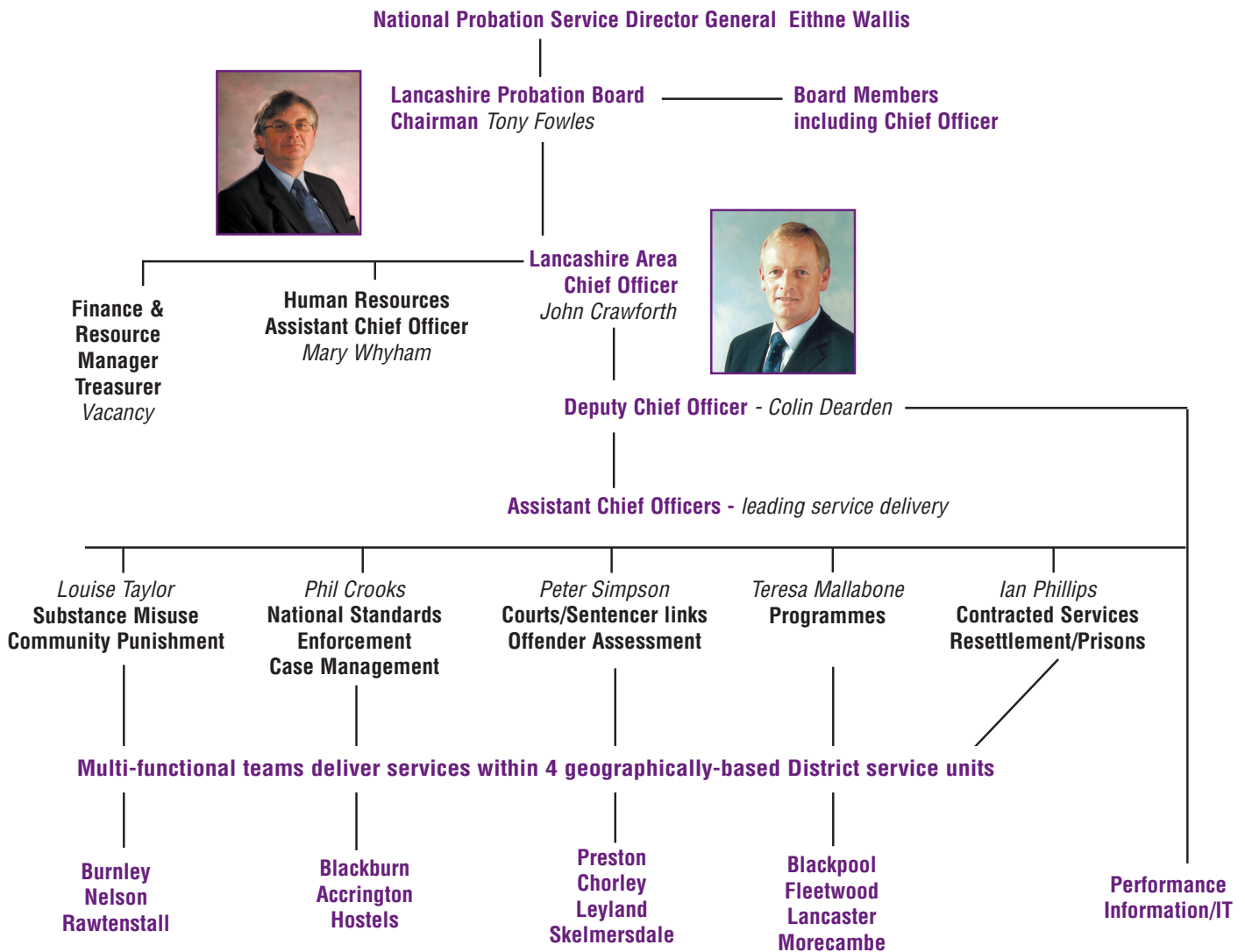
# Probation in Lancashire



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## Our organisation

The National Probation Service is made up of 42 operational areas forming a unified Service led by the national Director General Eithne Wallis. In Lancashire the area service is governed by the Lancashire Probation Board. The Board's role is to supervise the work of the service in Lancashire within the national framework. The Board must demonstrate to the national directorate and to the local community that it provides a service which deals effectively with offenders.



**Lancashire Probation Board** decides service strategic direction, draws up corporate and annual business plans and ensures delivery of planned results against national targets and objectives. Board members account for the area service's performance to the National Director. The service is scrutinised by HM Inspectorate of Probation and local and district auditors. Board meetings are held in public at venues around the county to enable people in local communities to hear about the work the Probation Service does on their behalf and to raise any local issues and concerns.

The Board's main duties are to:

- employ staff
- provide for efficient probation work
- oversee the area's £19 million annual budget
- ensure that offenders and the community understand the nature of probation's services.

Board members:

Appointed by the Home Secretary :

Carol Broad, Cheshire  
Susan Hughes, Pendle  
Anthony Nixon, Rossendale  
Pratul Upadhyay, Lancaster

Valerie Burke, South Ribble  
Ashok Khandelwal, Blackpool  
Vali Patel, Preston

Sam Chapman, Chorley  
Monica Lea, South Ribble  
Marie Riley, Lytham St Annes

Appointed by the Lord Chancellor's Department: Judge Andrew Blake