

As well as the priorities set down by the Home Secretary, probation areas pursue local developments aims. These often extend beyond a single planning year. In the coming year these will be:

- **Assessing and managing the risks posed by sex offenders and other potentially dangerous offenders.** We will work closely with the police and other agencies to fulfil all statutory obligations.
- **Further developing the national offender assessment system (OASys).** As this is a common assessment system for both probation and prison services we will work particularly closely with the six prisons in our area.
- **Assisting offenders to secure employment.** To achieve basic skills targets and help offenders to access education, training and employment opportunities
- **Contributing to the Government's strategy tackling drug misuse.** We are represented on the Drug Action Teams, we deliver Drug Treatment and Testing Orders working with treatment agencies and our pioneering programme Addressing Substance Related Offending (ASRO) programme is being extended.
- **Contributing to tackling youth offending:** Our contribution to the area's Youth Offending Teams will be almost 11% of their respective budgets. Community Punishment Orders on young offenders will continue, for the time being, to be supervised by the probation service at no cost.
- **Bail information services.** We assist the Crown Prosecution Service and the courts by providing verified information about defendants, so that courts can make bail decisions with confidence. Reports include any risk factors in remanding on bail.
- **Equality and Diversity:** We are committed to providing services which are accessible to all and address the diverse needs of offenders. This will be demonstrated in our race equality scheme.
- **Probation collaboration with prisons.** In our close working relationship with the six prisons in Lancashire, our aim will be to strengthen resettlement policy and procedures and to improve practice.
- **Prisons/probation regional accommodation forum to plan and develop hostel provision and other offender accommodation.** We will work to develop the hostels pathfinder to accredited status and commission in Preston one of five new national drugs hostels.
- **Anti-Crime and Disorder Reduction Partnerships covering all Lancashire, Blackburn with Darwen and Blackpool.** We will continue to be represented on all 14 local strategy groups, contributing to local consultation and decision making, aiming to reduce crime rates across the county.
- **Introducing 2 new accredited programmes tackling offending behaviour:** Drink Impaired Drivers Programme (DIDS) - targeting drink-drive offenders - and Sex Offenders Programme.
- **Further improving our performance.** Since the Performance Inspection follow-up of July 2001, which acknowledged our good progress in implementing the Probation Inspectorate's earlier recommendations, we shall work further on any remaining areas for improvement.

Lancashire Probation Board encourages public interest in the Service's work. The board meets in public in local communities. The Annual Plan in full is published on our website www.lancashire.probation.gov.uk or obtainable by writing to The Chief Officer, National Probation Service - Lancashire 99-101 Garstang Road, Preston PR1 1LD

Probation in Lancashire

NATIONAL PROBATION SERVICE
for England and Wales
Lancashire

Summary Annual Plan 2002 – 2003

Enforcement, rehabilitation and public protection

Probation's remit is unambiguous - as a public service that works for the protection of all members of the community. It must have the confidence of the community in supervising offenders under court orders and prison licences and in enforcing those orders and licences rigorously.

The public rightly expects that offenders should receive punishment for their crimes - and with steps taken to tackle underlying causes of offending and to minimise risk of re-offending

The National Probation Service aims are to:

- Protect the public
- Reduce re-offending
- The proper punishment of offenders in the community
- Ensure offenders' awareness for victims and the harm caused by crime
- Rehabilitation of offenders

This summary of our annual business plan sets out how we will fulfil these in Lancashire.

Probation aims and priorities are set by Government and local Probation Boards are responsible for ensuring that these are delivered in the local context and in a way which reflects the needs and concerns of local people. Probation must be seen to provide proper returns for the investment of public funding and to deliver high levels of performance. Specific performance targets are built into the Lancashire area plan wherever possible.

Lancashire Probation Board will review area performance against these targets systematically throughout the year and ensure that any corrective action is taken so that they are met. The plan also includes a number of 'improvement priority areas'. These have been identified by using the European Excellence Model to provide an assessment of how well the organisation is functioning. The findings of a recent employee survey and of the follow-up to the HMIP Performance Inspection have also been incorporated.

This year in Lancashire we will focus on:

- reduction of re-offending by implementing an expanded range of supervision programmes
- enforcement levels - sustaining and where necessary improving enforcement
- Drug Treatment and Testing Orders and their further development
- jointly with the police delivering our statutory responsibilities for managing high risk offenders
- our responsibilities to the victims of violent and sexual offending
- promoting diversity, delivering all our services free from improper discrimination.

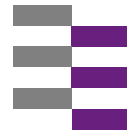
Together with all other criminal justice services we shall work for greater efficiency in the administration of justice and the reduction of any avoidable delay. Meeting the many performance targets set out in this plan will be an exacting process but the Board is determined to grasp the opportunities open to it in making a sustained contribution to safer and better integrated communities in Lancashire.

Leslie Robinson Chair, Lancashire Probation Board
John Crawforth Chief Officer, National Probation Service, Lancashire

Lancashire

Summary Annual Plan

2002 – 2003



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Improvement Priorities

The annual plan sets out 11 priorities for Improvement. These priorities have been identified as a result of our area's annual self-assessment (using the European Excellence Model), the Performance Inspection follow-up and employee survey. These priorities are areas in which we must deliver improved performance on National Directorate targets, ie Service Delivery Agreement targets, performance measures and National Standards. They are:

Working together

We shall work in close partnership with the public, private and voluntary sectors and will depend on their continued support.

Focus on our staff: The business plan will itself be supported by a programme of in-service training so that our staff are properly equipped and developed to meet the many demands upon them. There will be a sustained commitment to reducing levels of sickness absence. We are committed to achieving organisational excellence and to looking for continuous improvement in the way in which we deliver services.

Funding: Our area's resource allocation totals £16million for 2002-2003. In common with all public services we have a responsibility to use our funding wisely and well. Our budget has been determined on the basis that we will achieve a level of efficiency savings and details of these are set out in the full version of the plan.

National Priorities

The National Probation Director Eithne Wallis has set special priority on 5 key objectives which all area Services are required to focus on during 2002-2003. Our performance will be measured on them and they are set out below

Performance priority

- **What Works:**
The number of offenders completing accredited programmes tackling offending behaviour (including, when available, the enhanced community punishment programme)
- **Drug Treatment and Testing Orders**
The number of offenders starting on this intensive Order which combines intervention with specialist drug treatment and targeted to reduce drug-related crime
- **Enforcement:**
Ensuring action is taken against offenders who break the conditions of their Order or Licence
- **Diversity:**
Ensuring the our Service champions diversity as an employer and meets race quality targets in workforce diversity
- **Organisational excellence and efficiency**
Reduce number of days lost through employee sickness

Lancashire target

- 922 offenders completing programmes
- 190 offenders starting the order
- Prompt enforcement in at least 90% of these cases
- Achieve 5.4% of our workforce reflecting minority ethnic communities
- Reduce to average 9 days per employee per year

Leadership

- 1 Improve team management performance by instituting a system of action learning sets by October 2002. Leading this priority: Human Resources ACO

Policy & Strategy

- 2 Develop and implement a strategy which draws on the research from University of Central Lancashire to ensure that all Pre-Sentence Reports written on minority ethnic offenders include a clear and appropriate proposal. Lead: ACO (Court Services)
- 3 Publish and implement a race equality scheme as required by the Race Relations Amendment Act. Lead: ACO Human Relations
- 4 Review procedures for the enforcement of community orders and licences and to implement any proposed changes to practice forthwith. Lead: Deputy Chief Officer

People

- 5 Improve internal communication between management and staff. Lead: Chief Officer

Partnerships & Resources

- 6 Achieve effective use of these through the Drug Action Team joint commissioning arrangements to ensure adequate treatment provision available to offenders subject to Drug Treatment and Testing Orders. Lead: ACO (Operational Support)

Processes

- 7 Review the current Service Delivery structure with a view to making changes which will facilitate implementation of 'What Works' and achievement of the National Director's objectives. Lead: Deputy Chief Officer
- 8 Determine how to improve Pre-Sentence Report processes. Lead: Assistant Chief Officer (Human Resources) and Assistant Chief Officer (Court Services)
- 9 Complete implementation of the Drink Impaired Drivers' and Sex Offender accredited programmes. Lead: Assistant Chief Officer Operational Support
- 10 Ensure that detailed preparation for the full roll-out of OASys is completed while recognising that full implementation will extend beyond March 2003. Lead: Assistant Chief Officer (Court Services)
- 11 Implement the strategy and delivery arrangements for basic skills. Lead: Assistant Chief Officer (Partnerships)