

LANCASHIRE PROBATION TRUST

REVIEW OF THE YEAR

2012-2013



ABOUT LANCASHIRE PROBATION TRUST



Lancashire Probation Trust is an ambitious organisation that works to provide real benefits to the people of Lancashire through its robust management of offenders. It serves about 1.5 million people, of whom 6.6 per cent identify themselves as belonging to a range of ethnic backgrounds. The Trust employs approximately 600 staff based in 12 probation offices as well as prisons, crown and magistrates courts across the county. Probation staff are based in five local delivery units which align with county and police boundaries – Pennine, Western, Eastern, Northern and Central/Southern.

The Trust currently supervises approximately 5500 offenders in the community with a further 2300 currently serving prison sentences. Of the people we are managing around half of them have employment and training needs. Alcohol misuse remains a significant issue with 30% of our offenders being assessed as having a link between their offending and alcohol. This compares with 25% who have similar issues with drug misuse.

We are one of 35 probation trusts in England and Wales. We work together with the other criminal justice agencies: Police, the Prison Service, the Courts and the Crown Prosecution Service. In Lancashire our work is serving local people – building safer communities, cutting crime, ensuring public protection and fewer victims. We lead by example and all aspects of the service are provided equitably with respect for diversity.

MESSAGE FROM KEVIN ROBINSON, CHIEF EXECUTIVE



This review demonstrates the skills and experience that our staff bring to what can often be a difficult and challenging role, but a vital one within the criminal justice process.

The Trust continues to provide a robust, efficient and effective service as we meet the challenges of public sector reform.

We recognise the importance of managing offenders in the community but in doing so retain the values that the Probation Service has been able to embrace over the past 100 years; managing risk, changing lives and improving communities.

Those values are at the core of our work. They are supported both politically and ideologically and set a high standard for achieving our aims of being a provider of choice in the difficult work of changing the behaviour of those who have committed crime or managing the risks they pose.

LANCASHIRE PROBATION TRUST DEVELOPMENTS

Roundup of the year's achievements

Despite a challenging year, Lancashire Probation Trust has continued to excel and maintain its status as a high performing probation trust. Government plans to implement widespread change as part of Transforming Rehabilitation have caused a backdrop of uncertainty. However, staff have utilised their skills, experience and knowledge to ensure that the trust continues to manage risk, change lives and improve communities.

In terms of managing risk, there have been a lot of important developments, particularly in the services to women offenders. In June, East Lancashire Women's Centres (ELWC) won a contract to work with the trust to develop and maintain community services for women, with the aim of addressing the issues which might lead to offending. ELWC are now providing services at key locations throughout the county such as Chorley, Blackburn, Accrington, Burnley, Nelson, Blackpool and Fleetwood.

The trust's West Road office in Lancaster is now home to the city's new women's centre. Similar to the existing facilities mentioned above, the centre provides one-to-one support, a variety of women's services, courses and a drop-in centre. The centre has been extremely popular since it opened in February 2013.

The Community Personality Disorder Service is now being delivered in the trust's Eastern and Central delivery units. The service is for offenders who are high risk, have committed a sexual or violent offence and who are likely to have a personality disorder. It will offer more effective access to treatment services for offenders with sometimes difficult and complex needs. The service will prove to be a real asset to offender managers as it gives them access to specialist training.

The trust is also involved with the county's new Multi Agency Safeguarding Hub (MASH), which opened its doors in April. Under the scheme, a number of services such as Lancashire Probation Trust, Lancashire Constabulary and the NHS (Mental Health Services), are all housed under one roof. They deal with referrals and make interventions for vulnerable adults and children. They also deal with high risk domestic abuse cases including those where children have been present. Previously, each of the agencies would have been based at different locations throughout the county. It's expected that staff in the hub will be dealing with 38,000 referrals per year, equating to more than 100 every day.

Probation staff have also had a significant impact on changing people's lives. In November 2012, former Burnley FC youth team player James Craggs started training as a professional ski instructor after seizing the opportunity given to him by Community Payback. After being sentenced to a community order, James was given support and guidance by his offender manager. He was encouraged to approach his unpaid work at Ski Rossendale with a good attitude and impressed bosses so much that they offered him the chance to gain permanent employment.

Steps have been taken to tackle the main triggers for re-offending. In March, the trust held two major conferences for

stakeholders as well as representatives from charities and private sector businesses. The first conference explained the social and economic benefits of working with and recruiting ex-offenders and demonstrated the link between unemployment and reoffending. The second conference sought to reinvigorate the re-housing process in Lancashire and make it easier for offenders to access suitable accommodation.

Achieve North West's partnership with Myerscough College is going from strength to strength. Since January 2012, the college has helped over 80 offenders gain a Level One City and Guilds Diploma in Practical Horticultural Studies. The offenders were subject to either a community sentence or a jail term at HMP Kirkham. Feedback from participants has been extremely positive and research is currently being done into the impact that the qualification has had on their employment.

A new project, designed to give offenders useful skills and self-esteem while increasing their employability, is being run at the approved premises for women Edith Rigby House. In March this year, funding from the European Social Fund paid for six electric sewing machines, equipment and a tutor for 20 weeks to teach basic sewing skills to residents at the East Cliff premises. Providing the women with these skills will hopefully smooth their path to employment and discourage them from re-offending.

A lot of work has also been undertaken to improve communities, with the Community Payback team playing major roles in a number of large scale regeneration projects around the county. As part of their unpaid work requirement, offenders have helped with the £100,000 restoration of the Walled Garden at Worden Park in Leyland, they have also helped to clean up Ryelands Park, in Lancaster and have forged a number of hugely successful partnerships with councils.

This was recognised nationally when the trust's Business and Commercial Officer Linda Tune and Chorley Council's Bob Webster were honoured by the Butler Trust with a Commendation for the town's Community Payback partnership. They were presented with the award at a special ceremony at Buckingham Palace in March. Under a partnership scheme, council staff 'buddy' offenders and work with them to clean the streets, clear fly-tipping and at the same time helping them to develop employability skills.

This is not the only time that the trust's achievements have been recognised nationally this year. Early in 2013, the latest Offender Management Feedback Questionnaire revealed that more than 89 per cent of offenders managed in the community have had a "positive experience" of their supervision by Lancashire Probation Trust. The result ranks us as the best of the 35 probation Trusts that exist in England and Wales. As a result of their time on probation, almost 86 per cent of 613 offenders that participated said they were less likely to offend and just less than 71 per cent said the things that they had learned have made them a better person. Moreover, more than 87 per cent of those asked agreed that their probation officer tries to inspire them to do well in life.

FACTS

Lancashire Probation Trust:

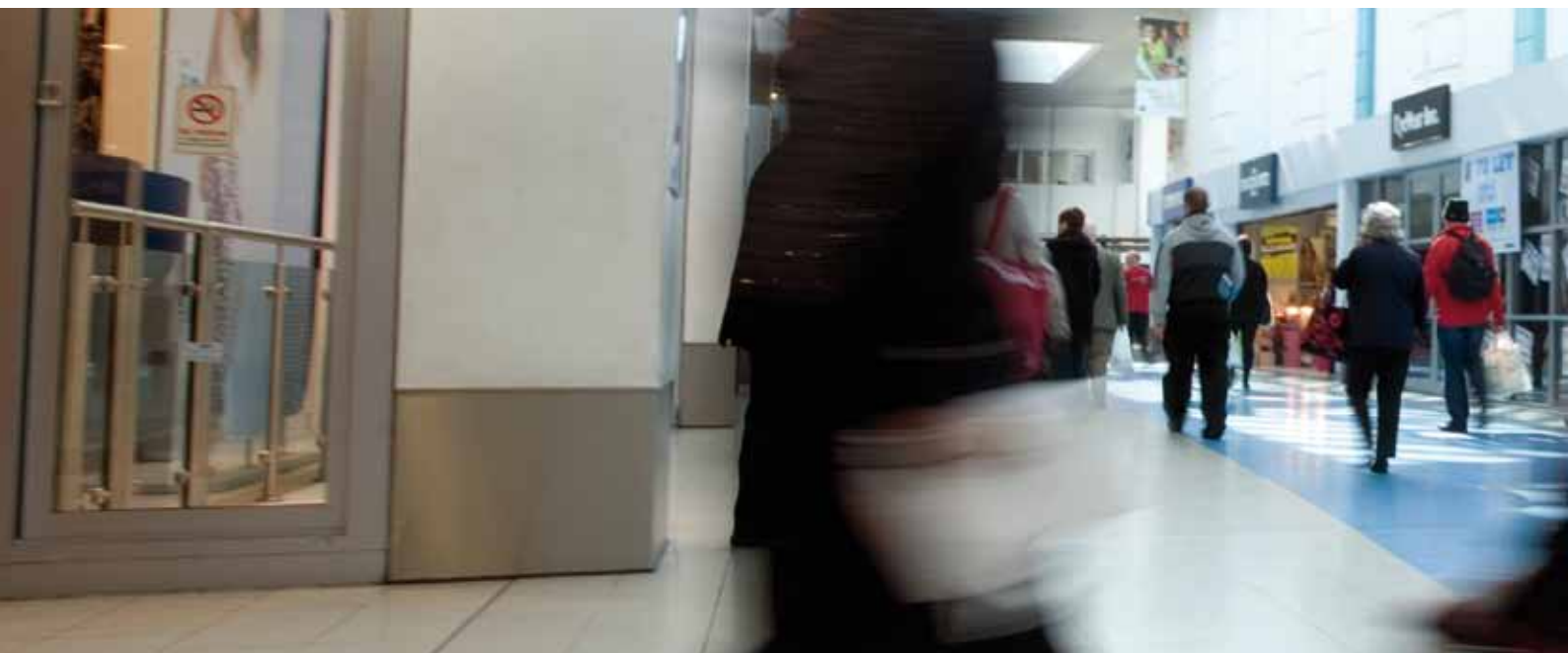
Currently supervises approximately 4014 offenders on community orders, a further 2282 currently serving prison sentences (pre-release licence) and 1415 on post release licence.

Covers 5 Local Delivery Units (LDUs), comprising of 12 offices, three approved premises and five prisons.

Employs approximately 600 staff

Has a budget of £26.1m

Lancashire Probation Trust is in the business of both commissioning and providing high quality and cost effective offender management and intervention services. This has included co-commissioning, co-providing and working through both existing and new partnership arrangements such as the community budget pilot arrangements in Blackburn and Blackpool. These were designed to further develop the innovative work we started in relation to new ways of working with women offenders.



PUBLIC PROTECTION

Lancashire Probation Trust has continued to focus on protecting the public especially in relation to extremism, safeguarding children and vulnerable adults, mental health and domestic abuse. During the past twelve months we have provided detailed assessments on offenders sentenced under terrorist legislation and provided effective management of their sentences. We have also maintained a strong presence on multi agency forums such as Channel and progressed staff training and awareness in this area.

In terms of safeguarding children and vulnerable adults, the Trust has been a key agency in the implementation of the newly created Multi Agency Safeguarding Hub and we now have a member of staff working there full time. This allows the timely sharing of critical information through co-location with other partner agencies such as the police, children's services and health services. We have also undertaken audits and reviews of our Safeguarding Children procedures and more efficient systems of communication are due to be implemented.

In relation to mental health the trust made a successful bid to deliver the Community Personality Disorder specification. This has now been implemented and is being delivered in partnership with a local health provider. Probation staff and health staff are jointly assessing offenders who may have personality disorder and working together identify effective ways to manage their behaviour. There will be significant workforce development in this area.

The trust has continued to contribute to the development of services across Lancashire in relation to hate crime and domestic abuse. The delivery of the trust's contribution to Multi Agency Risk Assessment Conference (MARAC) has also been reviewed and standardised procedures are due to be released.

Internally we have focussed on greater communication and sharing of information. Managers and staff in the trust have been key in driving this agenda forwards through their contributions meetings, reviews, conferences and training.



OFFENDER MANAGEMENT

The three cornerstones of offender management are:

- Minimising the risk of harm
- Reducing the likelihood of re-offending
- Encouraging and ensuring offenders

The focus on quality and effectiveness is always at the forefront of the work of offender managers. This year the Offender Management Engagement Group, with management representation from all Local Delivery Units (LDU), has driven much of the development in this area. Quality assurance activity has utilised the HMIP standard and has been led by the Practice Development Officers, who are now located in LDU's. A peer development learning programme called Results, Approaches, Deploy, Assess and Refine (RADAR) has been utilised until October 2012 and has been replaced by READ (Review, Effectiveness, Assurance and Development), which has a focus on a more holistic approach to assessment of quality and effectiveness. It is outcome-focused and led by Practice Development Officers but is underpinned by peer review. All Offender Managers attend a minimum of three READ sessions per year and it is considered to be a more effective practice development tool than RADAR. Structured case recording has been introduced to ensure issues relevant to risk of harm and reoffending are addressed and to evidence delivery of the Risk Management Plan and Sentence Plan. In addition, a review of the administration function was undertaken to ensure that Case Administrators support the delivery of high quality and effective offender services.

The relationship between the Offender Manager and offender can be a powerful vehicle to promote desistance, change and reduce harm and re-offending. A positive supervisory relationship, a belief that offenders can change allied with the skill, knowledge and competence of the Offender Manager, are all crucially important to achieving changes in thinking and behaviour. Offenders are most influenced to change by those whose advice they respect and whose support they value. All Offender Managers have completed SEEDS (Skills for Effective Development and Supervision) training to enhance their development in this regard.

The benchmarking activity undertaken is supported by reflective supervision and direct observation of practice by Senior Probation Officers, following the roll out of SEEDs throughout the Trust. Observation ensures that the actual practice of OMs is measured in terms of their engagement with offenders in line with effective practice and desistance theories, which take into account the individual and diverse needs of all offenders. An observation checklist confirms that practice is consistently measured in accordance with the required quality standards.

We have entered into a formal relationship with Lancashire User Forum, who have appointed a coordinator specifically to improve offender engagement throughout LPT. Area Service User Forums have been held and arrangements are now in place for this to become an LDU-based activity to encourage broader participation

The Lancashire Offender Management Feedback Questionnaire for 2012/13 showed an 89% overall satisfaction score, which meant that LPT were the highest performing Trust nationally in relation to offender satisfaction



COMMUNITY PAYBACK

Community Payback in Lancashire ensures that the work undertaken by offenders is both rigorous and demanding. We are determined that the work meets public and beneficiaries expectations of punishment and provides “payback” to communities. Between 1 April 2012 and 31 March 2013, nearly 190,830 hours of unpaid work were worked in the community. At the current minimum wage (£6.19), this is the equivalent of £1,181,238 paid back to the community.

Our Vision:

We are innovative in our approach to Community Payback and ensure that all our projects have an element of victim empathy

Our Priorities:

To ensure Community Payback is:

Punitive

Restrictive of offenders' liberty

Of benefit to the community

Highly visible

Selected by the public or community based organisations

We work with our strategic partners to meet these priorities.

We are the first Trust to brand all our Community Payback vehicles with examples of the work we do and we have formed productive partnerships with a number of local authorities and other organisations across Lancashire.



Working with the Courts and Sentencers

This year the Trust has ensured that 95% of reports produced for the Magistrates Court are provided on the same day or within five working days. The Trust has increased the number of oral reports for sentencers and this too has helped to reduce delays in court proceedings. The Trust produces some 8000 reports a year.

In the Crown Court, the dedicated team has worked hard to increase the number of reports available to the judiciary on the day or within five days to speed up the sentencing process. This effort has been positively received by the Judiciary. In addition, the Trust's role in the introduction of the Early Guilty Plea scheme is ensuring that all parties are prepared for sentence at the first scheduled hearing. The lead ACE has continued to meet with sentencers on a planned basis to exchange information and discuss issues of mutual concern such as programme provision and Community Payback projects. In light of the wide ranging reform to the Probation Service and Community Rehabilitation Services, sentencers were keen to have more detail of what it all means. In Summer 2013 a detailed sentencer newsletter was produced, with input from sentencers and circulated to sentencers in all courts. Liaison with sentencers at various levels is ongoing and continues to be productive.

People Management

Our work directly supports the Trust's three year strategic plan and annual business plan. We produce an annual workplan for Human Resources, Learning and Development, Equality and Diversity, Health and Safety and Communications. These strands encompass our objectives in relation to our employees and the wider organisation

In 2012/13 much of our work was aimed at getting the Trust into the best possible position for the transformation agenda, this included workforce planning, supporting reviews and restructuring and working with our employees to manage some of the uncertainties that everyone continues to feel around the transformation programme

During the year we also made some improvements to our HR management systems by transferring sickness reporting from a stand alone system to our main HR information system. This has helped the management of sickness levels, which despite the challenging times that the trust faces continue to run below our target level of absence.

Organisational Development

Our annual Learning and Development plan ensured that employees across the Trust could access development activities relevant to their role which were which were directly linked to our business objectives. We ensure that there is a rolling training programme in place for new staff and to support existing staff in role change or development. In addition to training and learning, the organisational development team designed a people strategy for 2013-14 that incorporates additional projects that engage and support employees in developing the Trust for the future.



This year saw the roll out of the training to support OASys-R and National Delius. All leaders received coaching skills which supported the introduction of SEEDS including reflective supervision and observation. All Offender Managers received SEEDS training focussing on desistance and offender engagement. All operational managers were trained on ViSOR and the OD team continued to develop and expand the coaching and mentoring service for all employees to support dealing with change and professional development.

A range of qualifications have been sourced to enhance the skills of employees, these qualifications include Business Administration, Community Justice, Equality and Diversity, Dyslexia in the workplace and Coaching Awards.

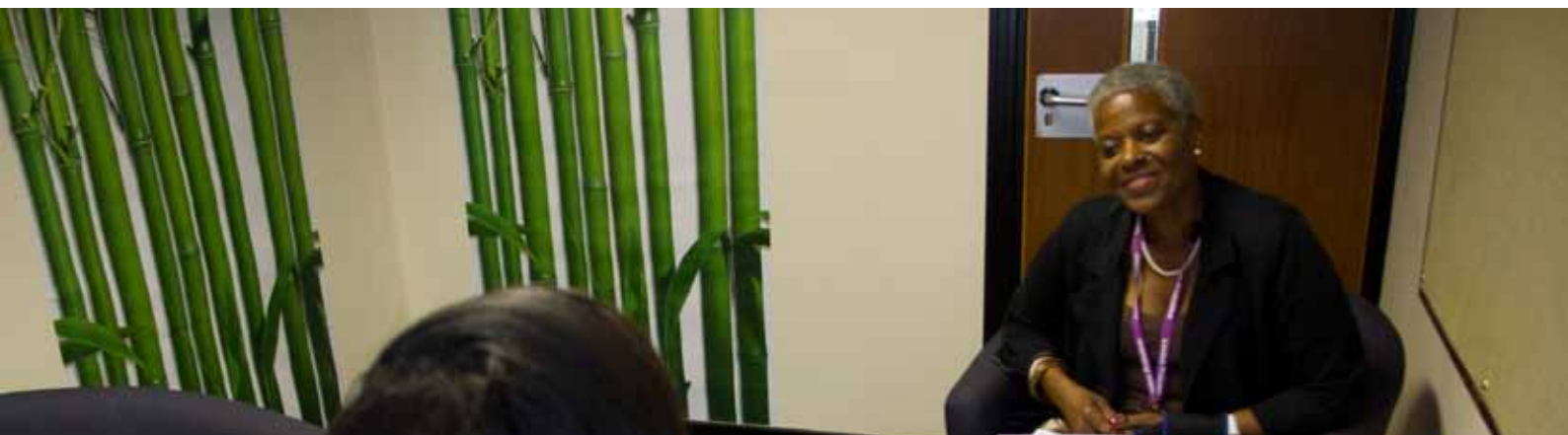
Working in partnership with other teams, the OD team have also successfully launched the cycle scheme, introduced apprenticeships and promoted the use of the Civil Service Learning Platform.

Health and Safety

Health and Safety in the Trust is of paramount importance and is jointly owned by management and the Trade Unions. We have identified a number of new Key Performance Indicators for Health and Safety across all functions and include Health and Safety in the Trust's risk register. This year, at the request of staff, we have reviewed the Operational Health and Safety Policies and with the assistance of working parties have developed three new policies to support staff where ever they have offender contact

We ensure that our staff fully understand their obligations to Health and safety, and have invested in Health and Safety training to develop staff in key areas such as fire wardens and first aid.

Our staff are provided with a variety of interventions which support their health and well-being in the workplace. These have included Hepatitis B and Flu vaccinations and staff are currently supporting the North West Air Ambulance by taking part in the charity Chilli Challenge.



Business and commercial development

In the short time that the team has been established over £300,000 has been generated for the Trust including winning a NOMS bid to support Personality Disordered Offenders in collaboration with Guild Lodge, we submitted and won a bid for CAF/CASS to deliver child contact interventions within the court system and have established a wide range of innovative projects and partnerships.

In March 2013 the team held three separate conferences looking at Research, Employability and Accommodation and from these conferences gained commitment from a range of employers to support us in developing employment opportunities for offenders, made links with a range of accommodation providers to support initiatives to house offenders and established a range of partnerships with academics which will support the excellent work carried out by the Trust.

The team successfully made bids for Approved Premises to gain new innovative programmes such as the Sewing Room, Cultivating Futures and Arts & Media programmes.

We ran a successful Invitation to Tender process for Women's Services across Lancashire and contracted a new partner to deliver the services in existing and new locations. We implemented the position of Business & Development Manager within Red Rose Recovery and supporting the postholder to enable Red Rose to grow and to sustain into a stand alone charity.

We developed a framework for a volunteer programme with work ongoing on Peer Mentoring that will support the offender manager delivery model and we consistently over exceeded on employment targets and supported unpaid work in recording ETE statistical data.

We devised a mechanism to enable partners to receive grants from the Trust which link in with the business plan such as Community Solutions for their innovate food bank. Working closely with Lancashire User Forum and Red Rose Recovery has enabled them to operate more effectively and efficiently. Our work has also been recognised externally and the team were invited to attend a business conference in Poland to share best practice looking at employability and training within the offender group.

We have developed an effective and agile contracting function that is able to deliver high quality commercial contract and bid/tender management and we have worked in new ways and more collaboratively with external partners from the public, private and voluntary sectors.



Victims

Victim work is regarded as a key priority for the National Probation Service and we believe that all Victims of crime should be treated in a respectful, sensitive and professional manner without discrimination of any kind therefore we try to ensure that there is a consistent approach to working with people who have been victims of crime.

Victim Contact work in Lancashire continues to be undertaken by a dedicated team of staff. They provide information about the criminal justice process to victims on an ongoing basis once an offender has been sentenced to a term of imprisonment of 12 months or more for a sexual or violent offence. We try to visit victims of crime where possible in their own homes, to ensure that they feel safe and at ease when we meet them.

This year the team have actively worked on raising their profile both within the Trust and with other North West regional Probation Trusts. Activities have included the following;

- We have formed a Regional Victim Team Managers Group who meet on a regular basis and present a collective view to National meetings hosted by NOM's and the Victims Policy Unit;
- We have been able to sell our data base to other Probation trusts to enable them to gain advantageous benefits from having an IT system that meets their needs and providing the support training to enable them to utilise the systems effectively;
- We have provided Victim information briefings to all staff across Lancashire Probation Trust to ensure the Victim Contact Team maintains close working links Offender Managers and Team Managers.
- We have taken part in a number of Sentencer Liaison Events which have enabled us to talk to Magistrates and District Judges and explain the importance of the role we undertake.

We are currently working with 2500 cases.



RESTORATIVE JUSTICE

Restorative Justice is the process which brings those harmed by crime and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward.

At Lancashire Probation Trust, Restorative Justice processes give victims the chance to tell offenders the real impact of their crime and to get answers to their questions, seek an explanation and apology from the offender. Restorative justice holds offenders to account, helps them understand the real impact of what they've done, to take responsibility and try to make amends. It enables them to face the consequences of their action and the impact it has had on others.

Within the first year of the scheme, almost 60 staff received RJ conference facilitator training, and 12 members of staff from management or support staff attended a restorative justice awareness event. As a result, referrals have been received from across the county's police, prison and probation.

Lancashire has become a lead area for RJ delivery and as a result of this, Lancashire Probation Trust has recently been invited to be one of ten areas to develop a pre-sentence pathfinder. In November 2012 alone, a total of 36 new referrals for RJ conferences were received and a number of conferences have now been completed with a positive outcome for both offenders and victims.



Restorative Justice :

Can be beneficial in the reduction of offending and can reduce the need for enforcement action by encouraging offenders to comply.

Can decrease the need for longer sentences

Can offer offenders the opportunity to take responsibility for that harm they have caused.

Makes the offender aware of the impact of the crime and can ignite compassion for the victim

Allows victims to have a voice within the Criminal Justice System.

Places greater emphasis on the importance of victim's thoughts and feelings

Provides victims with an opportunity to ask questions/receive an explanation

Offers closure

Can improve quality of life

Can improve health

Can increase peace of mind

Can improve community confidence

Is doing the right thing for victims, offenders and the community.

The majority of the outcomes have been conferences where offenders and victims voluntarily meet to discuss the impact of the harm caused and what the offender can do to try to restore some of that harm. Victims have been 100% satisfied with the outcomes of these meetings and have made the following comments:

"I feel I can move on with my life now"

"I am no longer frightened to be in my home alone"

"I have a much better understanding of why offenders behave as they do at times"

"I am walking on air, it has taken eight years, but I have finally been able to do what I needed to do."



FINANCIAL OVERVIEW

The Trust's statement of accounts, and explanation of these accounts can be found in the latest publication area of the Lancashire Probation Trust website: <http://www.lancashireprobation.co.uk/about-us/publications.php>

Results

OUTCOME TO BE ACHIEVED	TARGET	OUTCOME	% OF TARGET
Victims are satisfied with the service they receive for Victim liaison	92%	94.7%	103%
Victims contacted within 56 days and offered a service	90%	98%	109%
Attendance by the appropriate grade from the Probation Service at each level 2 and 3 Multi Agency Public Protection Meeting	90%	97%	108%
Reduce the rate of proven re-offending whilst under the supervision of probation	10.5%	11.3%	7.1% worse than predicted
Offenders who are in employment at termination of their order or licence	39%	51%	132%
Offenders in settled accommodation at termination of their order or licence	75%	88%	117%
The number of sexual Offender programme completions	60	60	100%
The number of Domestic Violence completions	60	72	120%
The number of Offending Behaviour completions	150	175	117%
The number of Community Payback completions	1500	1423	95%
Number of orders and licences that terminate successfully	70%	75%	107%
Cases where initiation of breach proceedings took place within 10 working days of the relevant unacceptable failure to comply	90%	99.5%	111%
Staff sickness	10.5 days	8.3 days	2.2 days better than target

BOARD ADDRESS AND MEMBERSHIP

Lancashire Probation Trust,

HQ Office, 99 -101,

Garstang Road,

Preston, PR1 1LD

BOARD MEMBERSHIP 2012-13

Chairman:

Roy Male CBE

Chief Executive

Kevin Robinson

Members appointed by the Secretary of State:

Mr D Booker

Mr L Sewell JP

Mrs C Threlfall

Mrs C Ainscough

**Lancashire
Probation Trust**

