



Business Plan 2016-17

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PBNI Business Plan 2016-17

Introduction

This is PBNI's Business Plan for 2016-17. It builds on the work completed in previous years and is the final plan covering the timeframe of the Corporate Plan for 2014-17.

The five strategic themes underpinning the Corporate Plan 2014-17 inform the business plan. However the changing financial landscape and the need to continue to make savings also shape our plan for 2016-17. Over the previous Comprehensive Spending Review period (2011-15), PBNI budget was cut by 8.6% or £1.6million. In 2015-16 the budget was further reduced by 9.2% or £1.7 million.

In addition the income for PBNI services in the prisons was also reduced by £500k. Therefore in response we have closed just under one third of our estate; reduced the number of staff in prisons; and we have adapted our practice standards for community supervision. We have also had to significantly reduce our budget of grant aid to the community and voluntary sector which provided secondary support services to Probation. The impact of a reducing budget is likely to impact on future levels of reoffending. PBNI has modernised its service by carrying out significant organisational change to our systems, structures and practice. That work will continue this year to ensure we are delivering services efficiently within available resources.

Community safety is our priority and PBNI contribute to safer communities through rehabilitating those who have offended. Rehabilitation takes place through: holding offenders to account; challenging their thinking and behaviour; helping them take responsibility and supporting them to change their lives. Notwithstanding the challenging financial environment PBNI and other Criminal Justice organisations work within, the business Plan for 2016-17 has a range of innovative and challenging objectives that will enable us to deliver effective rehabilitation services that improve outcomes for everyone.

Our Strategic Themes

1 **Developing Probation Practice**

PBNI will seek to build on existing high performance in effective probation practice through a focus on innovation and development.

2 **Engaging with Communities**

PBNI will serve the public in Northern Ireland by engaging with all communities and building confidence in our work with offenders.

3 **Working Effectively and Efficiently**

PBNI is committed to continuously strengthening the performance of our organisation while carrying out our responsibilities effectively and efficiently.

4 **Rehabilitation through Collaborative Working and Partnership**

PBNI will work collaboratively with partners in the public, voluntary, community and private sectors to develop new ways of working to reduce offending.

5 **Northern Ireland Criminal Justice Strategy and Policy**

PBNI will actively contribute to the development and implementation of criminal justice strategy and policy with the Department of Justice, and other areas of the Executive's responsibilities in Northern Ireland that impact on crime.

Our Purpose

Changing
lives for safer
communities.

What We Do

The Probation Board for Northern Ireland (PBNI) is a Non-Departmental Public body (NDPB). PBNI was created in 1982 by the Probation Board (NI) Order 1982 and is a key organisation within the Northern Ireland Criminal Justice system. PBNI seeks to change lives through effective offender management and rehabilitate and resettle offenders thereby helping create safer communities. It is the organisation responsible for managing and supervising the largest number of offenders in the community.

Probation has a rich mix of staff at all grades with the required skills, experience and professionalism. All Probation Officers are professionally qualified social workers, trained in risk assessment and risk management, which is an important reason

why probation in Northern Ireland is so effective. This experience and expertise enables us to tackle the causes of crime effectively and support people to desist from crime.

We know that probation in NI works. We know that from the various external inspections that have taken place, the feedback provided from service users and from the reconviction data.

One of the strengths of PBNI is its willingness to use its expertise both through its community based Board members and professional and committed staff to explore and develop new opportunities to contribute to community safety.

We will continue to work collaboratively with criminal justice partners and academia to deliver on our purpose 'Changing lives for safer communities'.

Within a diminishing budget it has become even more important that PBNI seek to deliver innovative practice. For example, as part of the 2015-16 business plan last year we accessed funding opportunities for new programmes such as Reset (an intensive mentoring project) and the restorative practices pilot. Our successful bid to the NI Executive Change Fund for the 'Reset' programme and accessing of Assets Recovery Monies for restorative practices pilots have been important in helping us rehabilitate and resettle offenders in the community. The restorative practice pilots commenced in July 2015 and to date over 60 referrals have been made by PBNI staff for offenders to undertake restorative work. Through 'Reset' we are providing mentoring and support to those leaving prison and already the feedback has been really positive. We hope to seek similar

opportunities should they be available.

We have also introduced the Enhanced Combination Order which aims to provide an alternative to short prison sentences by offering judges a more intensive community order with a focus on rehabilitation, reparation, restorative practice and desistance.

On a daily basis the staff of PBNI provide:

- Assessment reports to courts to assist judges when they are sentencing offenders.
- Assessment reports to Parole Commissioners when decisions are being taken about releasing people from prison.
- The supervision of offenders in the community who are required to comply with court orders or licence conditions.
- Behavioural change programmes.
- Delivery of community service (unpaid work).
- A Victim Information Scheme.

PBNI Caseload

- There are approximately 4,400 people on PBNI's caseload.
- 66% of the caseload is aged 20-39.
- 11% are currently under supervision for sexual offences.
- 9% were assessed as posing a Risk of Serious Harm.
- Assault is the most common offence committed.
- 10% of the caseload is female.

The 2016-17 PBNI will continue to develop innovative projects and opportunities to rehabilitate and resettle offenders, thereby reducing crime and keeping communities safer.

STRATEGIC THEME	OBJECTIVE 1
<p data-bbox="201 483 460 544">DEVELOPING PROBATION PRACTICE</p>	<p data-bbox="534 483 1025 544">PBNI will implement a range of new initiatives to contribute to the reduction of reoffending.</p> <p data-bbox="534 595 1025 847">Key Outcome A decrease in reoffending and associated costs to the criminal justice system respectively as a result of a proportionate reduction in the number of offenders aged under 24 years returned or sentenced to custody as a consequence of breach or recall applications.</p>

STRATEGIC THEME	OBJECTIVE 2
<p data-bbox="526 1040 784 1101">DEVELOPING PROBATION PRACTICE</p>	<p data-bbox="859 1040 1367 1139">PBNI will engage with social enterprise schemes in order to promote employability opportunities for offenders.</p> <p data-bbox="859 1190 1367 1406">Key Outcome The development of a Social Enterprise Plan and the identification of employment and training opportunities for people under PBNI supervision in order to promote desistance and reduce reoffending.</p>

STRATEGIC THEME

OBJECTIVE 3

ENGAGING WITH COMMUNITIES

PBNI will implement agreed initiatives, including a new Communication Strategy, which addresses the fear of crime.

Key Outcome

An increased awareness and confidence in the work of PBNI as measured by an Omnibus Survey. Improved staff engagement as measured in PBNI's internal Communications survey.

STRATEGIC THEME

OBJECTIVE 4

WORKING EFFECTIVELY AND EFFICIENTLY

Implement a new business operating model for service delivery.

Key Outcome

A fit for purpose organisational structure to efficiently, effectively and sustainably deliver a modern probation service.

STRATEGIC THEME

OBJECTIVE 5

WORKING EFFECTIVELY AND EFFICIENTLY

To reduce PBNI's sickness absence levels.

Key Outcome

PBNI will deliver its objectives through a motivated, committed and skilled workforce by reducing sickness absence levels by a minimum of 5% against the 2015-16 sickness levels.

STRATEGIC THEME	OBJECTIVE 6
<p>WORKING EFFECTIVELY AND EFFICIENTLY</p>	<p>Securing and managing resources for PBNI in 2016-17 in order to achieve business operating objectives.</p> <p>Key Outcomes PBNI will secure funding in 2016-17 in order to achieve business operating objectives and will deliver its prioritised objectives within budget. Costings for PBNI’s core functions will be available to better inform both budget planning and service delivery.</p>

STRATEGIC THEME	OBJECTIVE 7
<p>WORKING EFFECTIVELY AND EFFICIENTLY</p>	<p>PBNI will use research to improve its understanding of the impact of PBNI supervision on reoffending and prepare an action plan on research findings.</p> <p>Key Outcome In order to reduce reoffending, PBNI service delivery will be informed by DOJ re-conviction data and PBNI led research.</p>

STRATEGIC THEME**OBJECTIVE 8**

REHABILITATION
THROUGH
COLLABORATIVE
WORKING AND
PARTNERHSIP

PBNI will deliver on its lead responsibilities for the Criminal Justice Board Programme for Justice and contribute to other criminal justice priorities.

Key Outcome

Use of community approaches to reducing reoffending is promoted and increased in order to reduce the number of short-term custodial sentences.

STRATEGIC THEME**OBJECTIVE 9**

NORTHERN IRELAND
CRIMINAL JUSTICE
STRATEGY AND POLICY

Taking into account the new political mandate, PBNI will work with the Reducing Offending Directorate and other Government Departments to contribute to the development and implementation of criminal justice strategy and policy in Northern Ireland.

Key Outcome

PBNI will contribute to Criminal Justice Strategy and Policy in Northern Ireland with the aim of reducing offending and reoffending.

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IN PEOPLE**