



Business Plan 2022-23

Introduction

This Business Plan 2022-23 represents the third and final year of the Corporate Plan 2020-23. The Plan has been aligned with Ministerial priorities and the priorities of the Department of Justice.

The Business Plan contains six strategic priorities;

The first priority relates to the work that will be undertaken in PBNI as a result of the COVID-19 pandemic. It focuses on recovery plan implementation and review, and learning.

Since February 2020, PBNI has adapted its practice and working arrangements to comply with Government restrictions and to enable staff to continue to deliver essential services, while keeping staff, service users and the wider public safe. Throughout 2022-23 PBNI will continue to adapt to the evolving circumstances in the context of the pandemic and this priority continues to reflect that work.

The second priority outlines how PBNI will shape and influence public policy and practice over the next 12 months, including our contribution to the NIAO Review into Reoffending, the CJINI Inspection of Approved Premises and a range of other measures.

The third priority provides the framework for PBNI to deliver an innovative and problem solving approach to reducing reoffending. This includes our Restorative Justice Framework implementation and contribution to Domestic Homicide Reviews.

PBNI will demonstrate efficiency and effectiveness, and strategic priority 4 explains how we will do this. Under this priority, we will implement our IT and Estates Strategy and manage available resources to deliver outcomes.

Valuing and developing our people is the fifth strategic priority, and reflects PBNI's aim to be a high performing organisation with increased staff engagement and attendance. Under this priority, our work on wellbeing, culture, succession planning and leadership will be taken forward.

Finally, strategic priority six, is building awareness and confidence in communities about the professional role of probation. Through this priority, we will enhance engagement and build understanding and awareness of the important contribution made by probation.

Managers across operational and corporate teams attended our annual Business Planning event in January 2022 to develop this Plan, and this engagement has enabled PBNI to produce a Plan that is meaningful and relevant to all staff.

This important document will enable PBNI staff to continue to develop and build an organisation that can achieve its aim of changing lives for safer communities.

Resource Budget (Position at April 2022)

With the current lack of an Executive, a budget for 2022-23 cannot yet be defined. In absence of this, a contingency envelope has been provided to allow PBNI to continue with service delivery. This has initially been set at the same level as the 2020-21 opening budget as set out below.

	2022-23 Contingency Planning Envelope £k
PBNI – Resource DEL	20,212

Further funding is anticipated in relation to Fresh Start -Tackling Paramilitary Activity of £1,640k.

The Capital Budget is still to be confirmed for 2022-23.

STRATEGIC PRIORITY 1: DELIVERING ON THE CORPORATE PLAN'S STRATEGIC PRIORITIES IN THE CONTEXT OF THE COVID-19 PANDEMIC

KEY OUTCOME: To comply with Government regulations and guidance to keep staff safe in the workplace and deliver PBNI services

INDICATOR OF ACHIEVEMENT: Effective delivery of PBNI services and of all related COVID-19 plans

OBJECTIVES 2022-23:

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| 1. Review and update PBNI COVID-19 Recovery Plan |
| 2. Implement learning from staff, service users and stakeholders to shape and inform post COVID service delivery (operational and corporate) |

STRATEGIC PRIORITY 2: SHAPING AND INFLUENCING CRIMINAL JUSTICE POLICY AND PRACTICE

KEY OUTCOME: PBNI to increase its strategic influence across criminal justice policy and practice and contribute to the aim of the Department of Justice to work in partnership to create a fair, just and safe community where we respect the law and each other

INDICATOR OF ACHIEVEMENT: A proportionate increase in community sentences supervised by PBNI*

*The evidence for the indicator will only be available with a one year delay due to Courts information publication timelines.

OBJECTIVES 2022-23:

3. To implement the Action plan from the CJINI Probation Practice Inspection report.
4. To implement the Action plan emerging from the CJINI report into how the CJ system treats females who come into conflict with the law.
5. To implement actions arising from the NIAO Review into Reoffending.
6. Participate in CJINI's review of APs and implement agreed actions emerging from the Review
7. Participate in CJINI's forthcoming Child Protection Inspection and implement any agreed actions.

STRATEGIC PRIORITY 3: DELIVERING AN INNOVATIVE AND PROBLEM SOLVING APPROACH TO REDUCING REOFFENDING THROUGH PARTNERSHIP AND COLLABORATION

KEY OUTCOME: Reduce reoffending through innovative rehabilitative interventions

INDICATOR OF ACHIEVEMENT: Deliver and evaluate problem solving approaches within PBNI

OBJECTIVES 2022-23:

8. Work in collaboration with DOJ to progress the next stages of the problem solving justice strategy
9. Deliver recommendations from Domestic Homicide Reviews, including staff training on Adult safeguarding.
10. Implement Year 2 of PBNI's Restorative Justice Strategy "Restorative Justice: A Framework for Practice"
11. Deliver training in respect of lessons learned from Serious Further Offences (SFOs); Case Management Reviews (CMRs) and Serious Case Reviews (SCRs)
12. Deliver on the actions of the PPAG Workplan 2022-23

STRATEGIC PRIORITY 4: DEMONSTRATING EFFECTIVENESS AND EFFICIENCY

KEY OUTCOME: Demonstrating value for money and an effective probation service

INDICATOR OF ACHIEVEMENT: Maintain 2019-20 level of successfully completed orders/licences

OBJECTIVES 2022-23:

13. Deliver a high quality service to service users and stakeholders in adherence with PBNI Practice Standards
14. Implement actions from the review of Community and Voluntary sector funding
15. Deliver Year 2 of the Performance, Practice and Research Unit workplan
16. To implement Year 1 of the Action Plan of the Victim and Witness Strategy 2021-2024
17. Manage the 2022-23 PBNI Budget
18. Deliver a renewed Estate Strategy 2022
19. Implement Year 2 Action Plan of ICT Strategy 2021/24
20. Continued implementation of PBNI on-boarding to become a Causeway partner

STRATEGIC PRIORITY 5: VALUING AND DEVELOPING OUR PEOPLE

KEY OUTCOME: To be a high performing organisation within the current operating context

INDICATOR OF ACHIEVEMENT: Improved staff attendance and staff engagement

OBJECTIVES 2022-23:

21. Develop and implement an organisational structure that is fit for purpose, in meeting strategic objectives.

22. Ensure that our organisational culture supports the delivery of an effective probation service.

STRATEGIC PRIORITY 6: BUILDING AWARENESS AND CONFIDENCE IN COMMUNITIES ABOUT THE PROFESSIONAL ROLE OF PBNI

KEY OUTCOME: Ensuring a wider understanding and awareness of the work of PBNI

INDICATOR OF ACHIEVEMENT: Increased understanding and awareness as measured through effective engagement and stakeholder surveys

OBJECTIVES 2022-23:

23. Implement year 3 of the Communications and Engagement Plan.
24. Develop, promote and evaluate communications channels to increase staff engagement.
25. Develop and evaluate PBNI's engagement with external stakeholders, with a focus on promoting the rehabilitative and innovative work of PBNI.
26. Consult on PBNI's Corporate Plan for 2023-26.

NB: The Key Outcome and Indicator of Achievement for each strategic priority will remain constant for each year of the Corporate Plan. This will allow PBNI to track and demonstrate progress on the impact of the Corporate Plan in making a difference or 'Turning the Curve': Outcome Based Accountability.