

CORPORATE PLAN 2026-29

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1 INTRODUCTION FROM BOARD CHAIR

Welcome to the PBNI
Corporate Plan 2026-29.
This document sets out
the organisation's priorities
for the next three years.

We appreciate the many responses received from individuals and organisations who participated in the consultation, including the meaningful contributions from those with lived experience of the justice system. A list of organisations that participated in the process is contained in the Plan.



In a fast-changing environment, it is difficult to predict what the future may hold, but during the period of this Plan, the work of the Probation Service will continue to be as relevant as it ever was. The criminal justice system is complex and ever changing. The Probation Service must be sufficiently agile to adapt to a fast-changing environment and to public expectations. We must think creatively and do things differently if we are to continue to have a meaningful impact in preventing harm and in reducing offending and reoffending.

Our overriding priority is to discharge our statutory responsibilities, as enshrined in the Probation Board (NI) Order 1982, and subsequent legislation. These core and critical functions are set out clearly in this Plan. We will continue to work closely with the Minister and the Department of Justice in taking forward specific initiatives aimed at speeding up justice and making communities safer.

We aspire to be a trauma informed organisation and will continue to be aware of the impact of trauma as a causal factor in offending. We will remain focused on the impact of trauma on people who use our services, including victims of crime and their families.

Over the next three years, there will be an increased focus on community sentencing and restorative justice. We are ready to meet the expectations of any formal review of sentencing, particularly relating to community orders, including the likely extension of enhanced combination orders, across all court jurisdictions, subject to resourcing. We will also make a meaningful contribution to the roll out of restorative justice measures in this jurisdiction.

There will be a strong focus on reducing offending, including hate crime and violence against women and girls. We stand ready to play our part in raising awareness of the contributing factors and in finding appropriate solutions. Some service users have experienced addictions, particularly to drugs and alcohol. We will look for innovative ways to engage with and support them and will maintain an effective partnership with the Judiciary through our work within Magistrates and Crown courts, including the Substance Misuse Court.

We will strengthen partnerships with the organisations providing opportunities for rehabilitation and resettlement, including those that host community service projects. These schemes enable service users to complete community service orders in a safe and supported environment.

We will continue our work in prisons and will support people released from prison to reintegrate successfully with their families and into local communities. This requires a coordinated response from housing providers, other statutory agencies and prospective employers. We will maintain partnerships with housing providers that offer approved accommodation and with voluntary and community organisations engaged directly with people who have offended and are at risk of being homeless.

We will strengthen our workforce, enabling our staff to continue to provide services that are both risk and trauma informed, and are safe, sustainable and effective. We will focus efforts on recruitment and retention, career and professional development. We will support staff experiencing trauma in the workplace and will provide opportunities to enhance personal well-being and resilience. We will reach out to school leavers and graduates who may be interested in a career in probation, making sure they are aware of the benefits and opportunities of becoming a Probation Officer or Probation Services Officer.

We will complete an organisational review to make sure that our internal systems and processes are fit for purpose. We will use all available office space efficiently, disposing of any properties surplus to requirements and investing in those we intend to retain. We will keep up with emerging trends in Information Technology, including artificial intelligence, making sure it is harnessed appropriately and effectively to support front line staff.

The Probation Board will endeavour to ensure that we have the necessary resources and capacity to deliver on our business objectives. We will make efficient use of existing resources, eliminate waste and inefficiency and ensure that all new and existing functions are properly costed and fully funded.

GLENN HOUSTON
BOARD CHAIR

2 INTRODUCTION FROM CHIEF EXECUTIVE

This Corporate Plan sets out the strategic direction for the next three years and builds on the significant progress achieved during the previous planning period.

Our focus on improving the quality of probation practice was recognized in the 2024 Criminal Justice Inspection Probation Practice Follow Up Review, which evidenced improvement in how we assess and manage the risk of harm.



We are committed to supporting the Northern Ireland Executive's priority to have an agreed approach to reducing offending and reoffending contributing to delivering improved outcomes for those who engage with the justice system. We will continue strengthening practice to reduce reoffending, reduce the number of victims of crime and protect the public. We will draw on learning from Criminal Justice Inspections, Domestic Homicide Reviews, Serious Case Reviews, and internal audits to inform and enhance our operational delivery. Addressing violence against women and girls and domestic abuse more broadly, continues to be a priority for PBNi. At a strategic level, we will contribute to the NI Executive Framework for Ending Violence Against Women and Girls. Operationally, we will ensure robust risk assessments, case plans and interventions, supported by staff training, to address gender-based violence and domestic abuse within our caseload. Supporting victims remains central to our work. Over this planning period, we will contribute to the Department of Justice's Victims and Witnesses of Crime Strategy and ensure that victims are treated with compassion, respect and in line with the Victims Charter. We will further develop our Victim Information Scheme and will continue to embed victims' voices across all areas of probation practice.

Our second strategic priority focuses on our people. During the previous Corporate Plan period, a priority was stabilising the organisation following a period of significant churn. The implementation of a new pay framework in 2024 was an important milestone and delivered a fair, modern pay structure for all our staff.

I am grateful for the constructive collaboration with NAPO and NIPSA that made this possible. We have also invested in engagement and recognition initiatives such as the establishment of a staff engagement forum, staff awards and increased visibility through team visits which have contributed to a greater stability, reduced attrition and fewer vacancies. We have also made meaningful progress in embedding trauma informed and compassion-based practice. Establishing a trauma and resilience implementation group and appointing a dedicated co-ordinator have been important steps. This Corporate Plan seeks to embed this approach further within our work and organisational culture.

As a community-based organisation we are committed to working in partnership and our third strategic priority reflects our commitment to developing strong external relationships and sustaining partnerships with organisations that facilitate and enable rehabilitation and reintegration.

In recent years we have strengthened relationships with universities, schools and further education institutions, as well as enhanced collaboration with justice partners both in Northern Ireland and across the island of Ireland. The cross-border leadership programme launched in 2025 under the auspices of the Public Protection Advisory Group, has further developed partnerships and shared learning. In the coming years, we will continue to work closely with the community and voluntary organisations to ensure that PBNI service users can access the support that they need to break the cycle of offending whether housing, mental health services, addiction support or employment opportunities. At a time when housing and health care pressures are acute, these partnerships are vital in helping to reduce reoffending and address the needs of some of the most vulnerable people in society.

Our fourth strategic priority focuses on future proofing PBNI by maximising digital capability, improving data quality and maintaining our commitment to sustainability. There are significant opportunities to enhance service delivery through digital innovation. We will also continue to build public confidence by increasing transparency and raising understanding of the impact of community sentences to build public confidence in our work and that of the wider justice system.

I look forward to working with the Board and Senior Leadership Team to deliver this ambitious programme of work over the next three years and further strengthening PBNI's contribution to safer communities and better outcomes for the people we serve.

AMANDA STEWART
CHIEF EXECUTIVE

3 HOW WE DEVELOPED OUR CORPORATE PLAN

The Corporate Plan was developed following a corporate planning workshop held in August 2025.

This workshop was attended by board members, the senior leadership team, a number of our key partners including the Director General of the Northern Ireland Prison Service, the Criminal Justice Inspector for Northern Ireland, Director of Safer Communities in the Department of Justice and a representative from the Victims of Crime Commission. Trade union representatives from NAPO and NIPSA also attended alongside PBNI's Trauma Implementation lead. This enabled early consideration of some of the key issues for PBNI over the coming three years and early engagement with stakeholders.

We then opened the public consultation on 22 September 2025 and held a number of consultation and engagement events between September and December. This included holding five events attended by 247 staff members. We held two roundtables with partners and stakeholders and held two service users' forums to discuss the strategic priorities. The PBNI Trauma & Resilience Implementation Group met to consider the draft Corporate Plan through a trauma lens and provided important feedback which has been incorporated into this Plan.

The objectives of the consultation process were to be inclusive and to ensure a wide range of voices were heard in the development of PBNI's future strategic priorities. We wanted to develop a plan that is meaningful, measures impact and is based on the most up to date and relevant data and information.

All the feedback and consultation responses were reviewed in order to shape this Plan. We want to thank everyone who took the time to respond to the consultation. A full list of those who contributed to this consultation can be found at the end of this document.



CONSULTATION EVENTS

We held two half-day consultation events with community and voluntary partners and statutory partners.



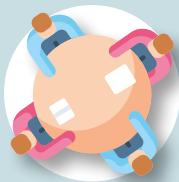
STAKEHOLDER FEEDBACK

We wrote to all stakeholders to ask for feedback.



STAFF ENGAGEMENT

We facilitated four staff engagement events and one virtual staff engagement event.



SERVICE USER FORUMS

We held two service user forums and briefed them on the Corporate Plan and facilitated feedback.



PUBLIC CONSULTATION

We carried out a public consultation process via Citizen Space which is a comprehensive online citizen engagement platform.



DIGITAL PLATFORMS

We used digital platforms and social media to publicise the consultation process and gather feedback and insights from a diverse range of stakeholders and staff.

4 THE WORK OF THE PROBATION SERVICE

The Probation Board for Northern Ireland was established by the Probation Board (NI) Order 1982, which also sets out the organisation's statutory functions. In addition, legislation relating to probation activities are contained within the Criminal Justice (Northern Ireland) Order 1991, Criminal Justice (Northern Ireland) Order 1996, Criminal Justice (Northern Ireland) Order 2008 and the Criminal Justice (Children) (Northern Ireland) Order 1998. The requirements of PBNi as a designated organisation of Policing and Community Safety Partnerships are contained in the Justice Act (Northern Ireland) 2011. Probation's responsibilities in respect of Domestic Homicide Reviews (DHRs) is contained under Section 9 of the Domestic Violence, Crimes and Victims Act 2004.

The role of probation is to reduce reoffending, reduce the number of victims of crime and protect the public. We do this by assessing and managing risk and tackling the root causes of offending behaviour. We also have a role in intervening as early as possible to prevent people continuing in the cycle of offending behaviour, for example through the Promoting Positive Relationships Programme.

We support and hold people to account to help them change their lives and become rehabilitated and reintegrated into local communities. There are a number of important interfaces where probation works alongside partners to deliver services:

- We provide pre-sentence reports to assist the Judiciary to make decisions.
- We supervise sentences imposed by the Judiciary that must be served in the community, and we supervise licences imposed when someone leaves prison.
- We work in prisons, preparing prisoners for release subject to licences.
- We work with the police service through the Public Protection Arrangements Northern Ireland (PPANI) and Reducing Offending in Partnership (ROP) to protect the public and reduce offending.
- We work with victims of crime through the Victim Information Scheme.

COURT APPEARANCE

PBNI prepares pre-sentence report



1

JUDGE PASSES SENTENCE



2

COMMUNITY ORDER

- PBNI supervises order
- Behavioural change programme & interventions



3

CUSTODY

- PBNI works in prisons to help prepare prisoners for release
- PBNI supervises people when they are released from prison



4

PUBLIC PROTECTION

PBNI works with partners through the public protection arrangements and reducing offending in partnership to protect the public and reduce offending



5

VICTIMS & SURVIVORS

PBNI provides information to registered victims



6

5 THE ROLE OF THE PROBATION BOARD

The current Board was appointed in March 2025 by the Minister of Justice and is tasked with setting the strategic direction for the organisation. Within that remit the Board is responsible for the development of this Corporate Plan for 2026-29 and monitoring the service's performance against the supporting annual Business Plan objectives.

In developing this Plan, the Board carried out a significant consultation and a series of internal and external engagements which have helped inform the strategic direction of PBNi. Using their experience and expertise, Board members have set the organisational vision for the next three years.

The structure of the Board and its representation from across our communities in Northern Ireland provides a level of independence, accountability, oversight and strategic thinking which is to the benefit of probation practice and delivery. This includes a focus on ensuring the delivery of an effective and efficient service to reduce the number of victims of crime throughout Northern Ireland.

6 AIM, VISION AND VALUES



OUR AIM

*Changing Lives for
Safer Communities*



OUR VISION

We will reduce reoffending by tackling the root causes of offending behaviour and rehabilitating people and reintegrating them into communities. We will be collaborative and transformative to reduce the number of victims of crime and build safer communities.

PBNI VALUES



Respect: We will treat everyone with respect and dignity at all times and value diversity and differing viewpoints. This includes believing that all people, given the right circumstances, have the ability to change their lives.



Openness: We will encourage people to speak up and make suggestions about practice, and we will be open about our decision making.



Accountability: We will be accountable to the public for our decisions and actions.



Integrity: We will act in a way that engenders trust with all. We will be honest in what we say and do.



Compassion: We will act with compassion which is the foundation on which positive relationships are built.

TRAUMA INFORMED PRINCIPLES

We are committed to becoming a trauma informed organisation. This means that we aim to realise the widespread impact of trauma and to recognise the signs and symptoms of trauma and adversity in those we engage with, as well as our colleagues. Over the period of this plan we will embed the principles of a Trauma Informed Approach across our entire organisation in a manner that actively resists causing further harm or retraumatisation. The six principles of a Trauma Informed Approach are:



7 OPERATING CONTEXT

COLLABORATION ACROSS JUSTICE AND WIDER GOVERNMENT



The Programme for Government (PfG) 2024-2027, 'Doing What Matters Most' sets out the Executive's priorities. Within the PfG, Probation's work is directly aligned to two strategic priorities; Safer Communities and Ending Violence Against Women and Girls. Importantly, the PfG acknowledges that justice is an interconnected set of institutions and change in one organisation impacts across others. It commits to strengthening the use of community sentencing and ensuring there are adequate resources within our justice agencies to respond to and deal with crime.

The issues that probation deal with, particularly addressing offending behaviour, necessitate not just a response from the organisations within the justice system but a cross-cutting government approach. The causes of offending behaviour are often rooted in socio-economic disparities including poverty, mental health issues, addiction issues and accommodation problems which sit outside the scope of the justice system. Access to sustainable and appropriate housing for those on probation and those leaving custody is a growing issue. This includes the use of approved premises which play a vital role in protecting the public and providing additional safeguards in the community. Tackling these wider social issues requires a joined up and collective approach across government with actions from Departments for Communities, Economy, Education and Health being key to developing and delivering meaningful change.

The Programme for Government also commits to working across the Executive to embed trauma-informed, responsive systems that help people to navigate and access the support they need. It also pledges to deliver better public services where public sector staff are equipped to make smarter, informed, value for money spending decisions, that consider environmental and climate impacts and help protect our natural environment.

PBNI is also committed to equipping staff to deliver services effectively, efficiently and sustainably by enhancing our digital capability and access to data and putting in place sustainability initiatives to ensure we consider the environmental impact of our actions.

CRIME AND JUSTICE TRENDS

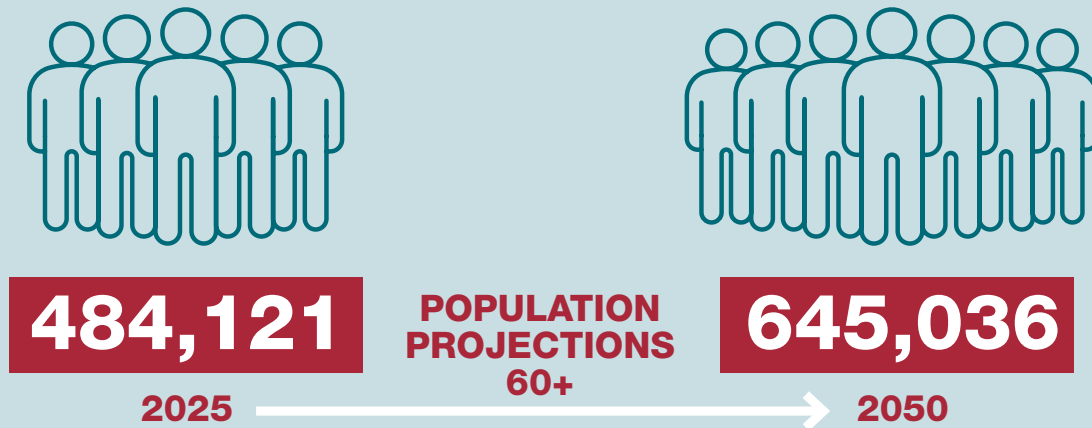
The risk of becoming a victim of crime in Northern Ireland continues to reduce and remains significantly lower in Northern Ireland than in England and Wales. While the level of crime is reducing, the types of crimes being committed are becoming increasingly complex. There has been an increase in violence against the person, particularly violence against women and girls and a persistently high level of incidents of domestic abuse. Other emerging issues include increased cyber-crime and hate motivated crime. These crimes tend to be more complex and resource intensive for all criminal justice partners. There is also an increased level of vulnerability within communities, with more people experiencing poor mental health, addictions and poverty which impacts upon crime trends.

The average daily prison population in Northern Ireland is continuing to increase with high numbers of sentenced prisoners and those on remand awaiting trial. This is contributing to pressures within the prison service and impacts upon the work of probation and the make-up of its caseload.

PROBATION CASELOAD

The composition of Probation's caseload has changed over the last five years. Determinate Custodial Sentences (DCS) now account for the largest proportion of cases supervised by PBNI. DCSs are fixed-term sentences set by a court, where an individual serves a portion of their sentence in custody (up to half) and the remainder on license supervised in the community by a Probation Officer, under specific conditions, with potential recall to prison should risks increase. The increase in these licences has changed the nature of the work of probation staff who are dealing with increased numbers of people who are less compliant, with more complex needs, who need significant support to become resettled in the community and who often have difficulties accessing housing and mental health support.

Probation is committed to developing community-based sentences including Probation Orders, Community Service Orders, Combination Orders and Enhanced Combination Orders and we believe that these sentences provide an important and demanding sentencing option not involving custody, which can reduce reoffending and keep people safe. The Programme for Government's commitment to enhancing community sentences and the introduction of new sentencing legislation may impact on this element of our work in future years.



POPULATION CHANGES IN NORTHERN IRELAND

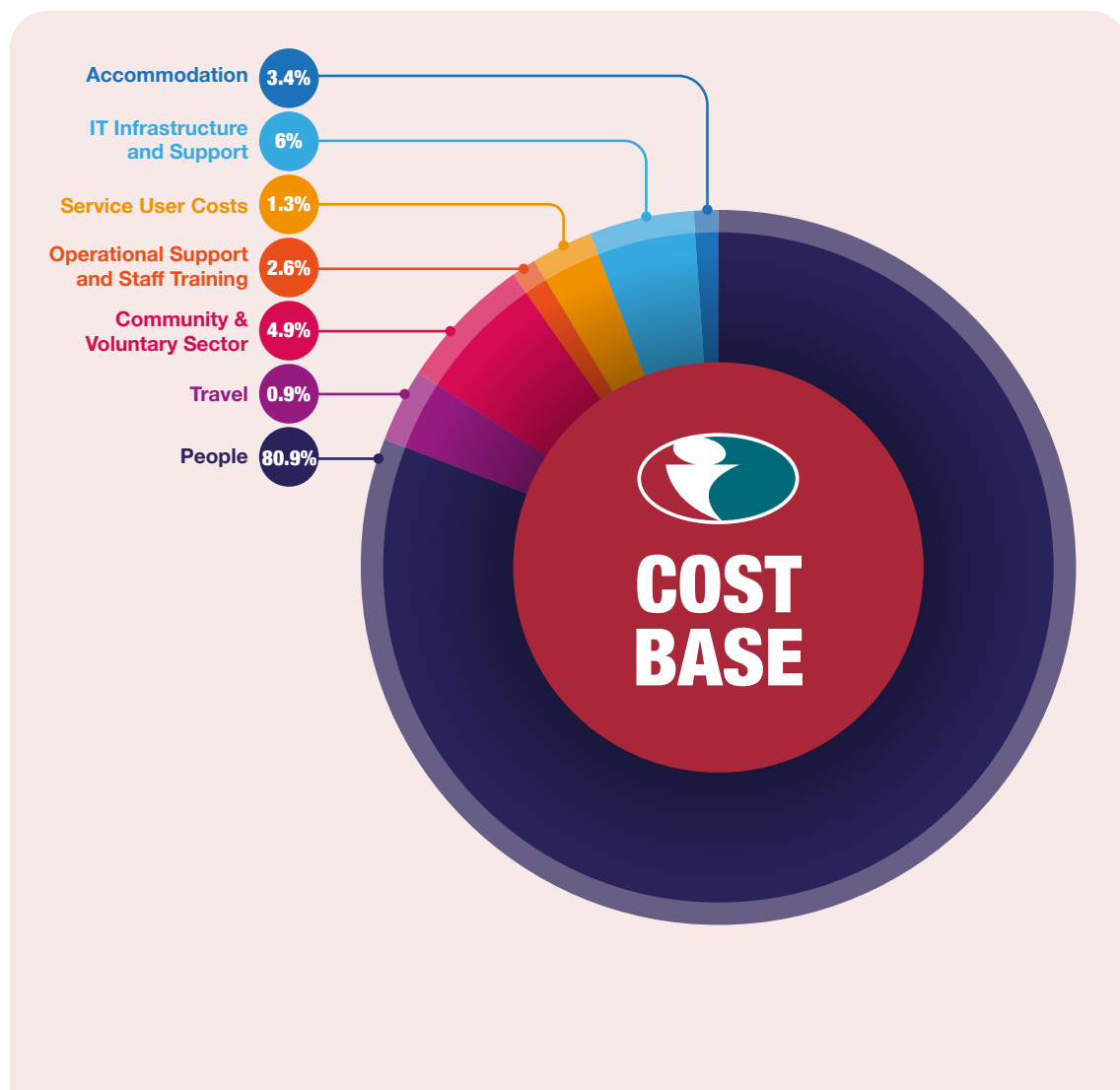
Northern Ireland's population is growing and ageing. Northern Ireland Statistics and Research Agency's (NISRA) 2022 Population Projections show, in 2025, there are 484,121 older people aged 60 plus in Northern Ireland. By 2050, this figure is projected to increase to 645,036. The ageing population presents a significant shift for public services, including the criminal justice system. Over the period of this corporate plan there is a need to adapt services to meet the needs of an aging population. As the population continues to age, older people are likely to represent a growing proportion of both victims and perpetrators of crime. As victims, older people can experience specific vulnerabilities that require tailored support. As those who have offended, factors such as physical disability, reduced mental capacity and poor health can impact rehabilitation and the management of probation. In practice, this means that there is a need to adapt approaches within probation services to ensure that interventions are appropriate, effective and responsive to the unique needs of older people.

Northern Ireland is more diverse, with an increasing ethnic population. This raises specific challenges for Probation and for the wider justice system in engaging with people whose first language is not English. The Probation Service works in all communities, including with people who may feel vulnerable or marginalised. We will continue to engage with and challenge people who commit hate crimes, to make them more aware of the impact of their offending on victims and their families.

8 RESOURCES

PBNI along with the wider public service is operating in an extremely challenging financial climate. Probation services like other services delivered within the criminal justice system are demand led and an increase in prison numbers and developments in other parts of the justice system place pressures on the delivery of probation services. We can therefore only fully achieve our ambitions in this Corporate Planning period and support the Programme for Government if there is sufficient resourcing available to do so.

PBNI is funded through direct grant in aid funding from the Department of Justice, alongside income from other Justice partners to support service delivery in prisons and the community. PBNI costs base is predominantly staff related, with associated support costs. The main elements of PBNI cost base are set out below.



The constrained financial position across the Corporate Planning period will require decisions to be made about prioritisation and budgets will be continually monitored to ensure all expenditure is in line with our four strategic priorities. This will also require some level of efficiencies to be achieved notably towards the end of the Corporate Planning period. Further details of the estimated financial position are set out in appendix 2.

There are pressures across the entire public service and decisions made within one service can have a knock-on impact on others. We will therefore work closely with our partners across Justice, Health and the wider Public and Voluntary sectors to look holistically at resourcing and ensure resources are focused to respond to and deal with tackling offending and reoffending and delivery of Programme for Government priorities.

We will work to ensure our infrastructure is fit for purpose and enables us to deliver modern, agile and citizen focused services. We will also ensure our asset base is fully utilised in order to deliver our strategic priorities.

Asset Base



**Land &
Building**

£2,915k



**Vehicles, Plant
and Machinery**

£206K



**Information
Technology & Software**

£1,276K

While there is limited Capital funding across the next three-year period, investment will focus on enhancing our digital capabilities to assist staff and enable them to spend less time on administrative functions and spend more time working directly with people to assess and manage risks. We will also take forward projects to enhance the PBNI estate ensuring offices are safe, secure and meet the different needs of those who need to access our services while also working towards government targets for zero carbon by 2050.

9 STRATEGIC PRIORITIES



PROBATION PRACTICE

We will enhance the quality of our practice to reduce reoffending, reduce the number of victims of crime and protect the public.



PEOPLE

We will continue to embed a trauma informed approach to develop our organisational culture and empower our people to deliver high quality services.



PARTNERSHIPS

We will develop strong external relationships and sustain partnerships with organisations that facilitate and enable rehabilitation and reintegration.



FUTURE PROOFING OUR SERVICE

We will respond to new challenges and opportunities by becoming a more digitally enabled service with high quality data, supporting innovation and continuing our commitment to sustainability.

10 STRATEGIC PRIORITIES AND GOALS IN DETAIL



PROBATION PRACTICE

We will enhance the quality of our practice to reduce reoffending, reduce the number of victims of crime and protect the public.

GOAL

1

Develop probation practice by incorporating learning from Criminal Justice Inspections, Serious Further Offences, Domestic Homicide Reviews, Serious Case Reviews, and internal audits, to contribute to the Executive's Programme for Government priority to reduce offending and reoffending.

GOAL

2

Play a key role in tackling Violence Against Women and Girls by the provision of effective risk assessments, case plans, and interventions, alongside appropriate staff training, to address gender-based violence and domestic abuse within PBNI caseload.

GOAL

3

Contribute to the delivery of the DoJ Victims and Witnesses Strategy and ensure that victims are treated with compassion and respect, adhering to the Victims Charter and a trauma informed approach.

GOAL

4

Develop a new delivery model for offender behaviour programmes and interventions to reduce the risk of harm to the public.



PEOPLE

We will continue to embed a trauma informed approach to develop our organisational culture and empower our people to deliver high quality services.

GOAL

1

Empower confident leaders that inspire others to deliver a quality service.

GOAL

2

Strengthen staff engagement through transparent communication and meaningful involvement in decision-making, ensuring all colleagues feel informed, connected and valued.

GOAL

3

Continue to develop a culture underpinned by compassion, empathy, and a strong human rights ethos to build a resilient workforce.

GOAL

4

Prioritise staff wellbeing through proactive support and healthy workplace practices, reducing sickness absence and strengthening organisational capacity.



PARTNERSHIPS

We will develop strong external relationships and sustain partnerships with organisations that facilitate and enable rehabilitation and reintegration.

GOAL

1

Actively engage with statutory criminal justice partners to reduce reoffending and protect the public.

GOAL

2

Enhance partnerships nationally and internationally to ensure we take on learning to deliver high quality probation services.

GOAL

3

Develop our partnerships with the Community and Voluntary Sector and others to ensure that PBNI service users can access pathways which reduce reoffending including sustainable housing, access to mental health and addiction services and employment support.

GOAL

4

Develop our work guided by evidence-based practice and informed by the voices of victims, service users, staff and partners.



FUTURE PROOFING OUR SERVICE

We will respond to new challenges and opportunities by becoming a more digitally enabled service with high quality data, supporting innovative engagement with stakeholders and continuing our commitment to sustainability.

GOAL

1

Develop PBNI's digital awareness and capability to maximise efficiency and deliver better services.

GOAL

2

Continue to use data and research to shape the future delivery of probation services.

GOAL

3

Advance our commitment to environmental and climate action by developing sustainability initiatives.

GOAL

4

Maximise awareness and understanding of PBNI, and the impact of our work, through the delivery of an innovative and impactful communication strategy.

11 IMPACT

A Business Plan will be developed for each year of this Corporate Plan, providing the delivery mechanism for our strategic priorities. It is published separately to the Corporate Plan giving details including actions.

The annual Business Plan allows evaluation, over time, of progress made towards the intentions and direction set out for the lifespan of the Corporate Plan. The Probation Board receives a quarterly progress report against the Business Plan. In addition, the achievements delivered in the Business Plan are reported in the Probation Board's Annual Report.

12 MEMBERSHIP OF PROBATION BOARD

CHAIR: GLENN HOUSTON

MEMBERS:

Kerry Anthony MBE

Jackie Johnston CBE

David Bowden

Maynard Mawhinney

Maureen Brunt

Gemma McKeown

Ken Cameron

Bria Mongan OBE

Denise Hunt BEM

Eileen Patterson

Brian Ingram OBE

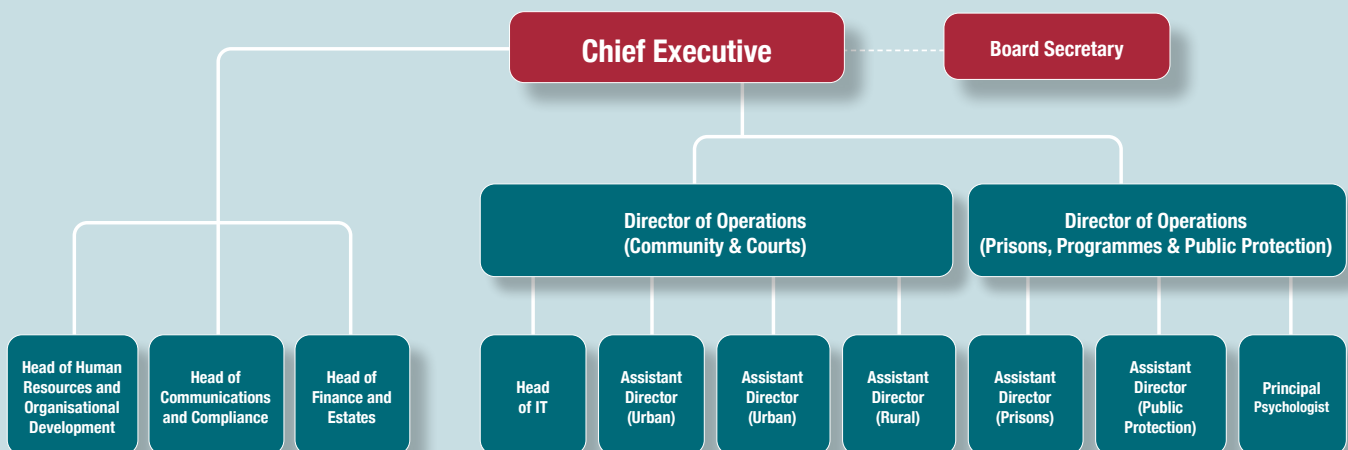
Dr. Brian Payne

13 BOARD AND COMMITTEE STRUCTURE

The Probation Board for Northern Ireland is governed by Board members.



14 ORGANISATIONAL CHART



APPENDIX 1

LIST OF ORGANISATIONS WHO PARTICIPATED IN CONSULTATION

Ards and North Down Council	Police Service of Northern Ireland
Barnardos Northern Ireland	Prison Arts Foundation
Belfast City Council PCSP	Presbyterian Church in Ireland
Commissioner for Older People	Prison Fellowship
Community Restorative Justice Ireland	Public Prosecution Service
Criminal Justice Inspection Northern Ireland	Rainbow Project
Department for Communities	Retired Association of Probation Staff
Dismas and Innis Approved Premises	Safeguarding Board for Northern Ireland
Extern	Simon Community
Habitat for Humanity	Southern Health and Social Care Trust
Lisburn & Castlereagh PCSP	Start360
NAPO	The Victims of Crime Commission Northern Ireland
NIACRO	Thompson House Approved Premises
NIPSA	Turnaround Project NI
Northern Ireland Alternatives	Ulster University
Northern Ireland Housing Executive	Victim Support Northern Ireland
Northern Ireland Policing Board	White Ribbon NI
Northern Ireland Prison Service	Women's Aid Federation Northern Ireland
Northern Ireland Social Care Council	

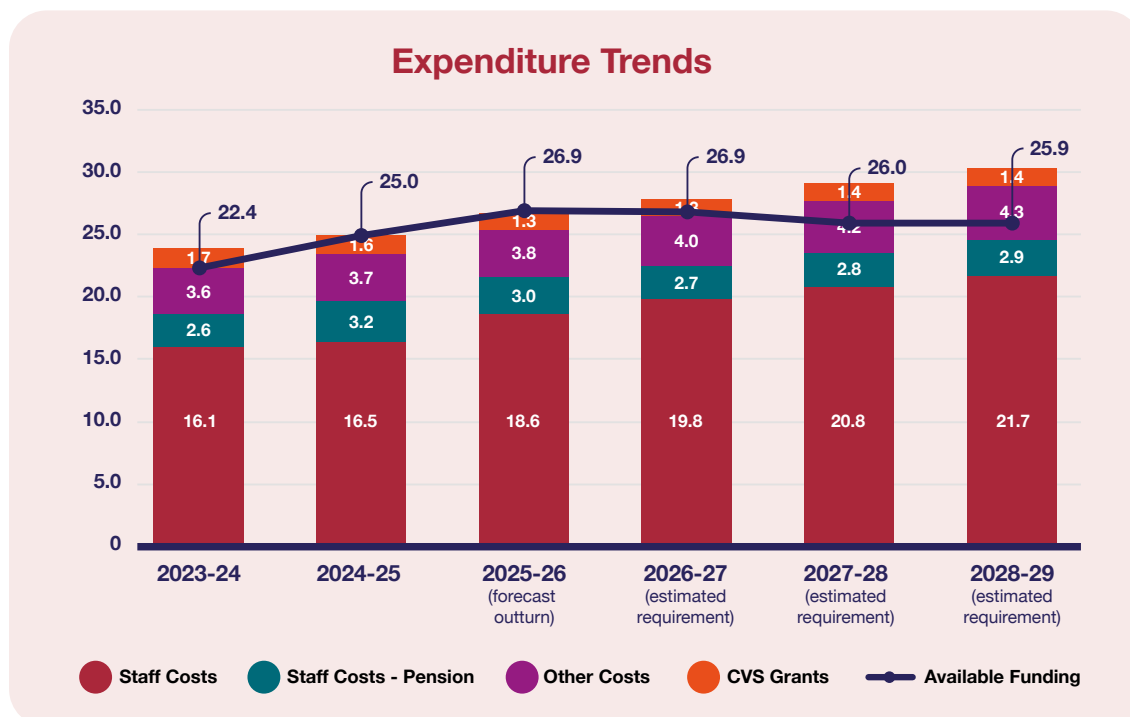
APPENDIX 2

PBNI FINANCIAL PERFORMANCE / PAYING FOR THE PLAN

The Finance Minister has issued a proposed draft 3-year Budget allocation that covers the corporate plan period. PBNI is funded through direct grant in aid funding from the Department of Justice, alongside income from other Justice partners to support service delivery in prisons and the community. PBNI income is forecast to be c£2.15m per annum. The proposed draft budget indicative allocations for Resource DEL covers a three-year period from 2026-27 to 2028-29. For 2026-27, the proposed draft Budget indicative allocation for Non-ringfenced Resource DEL is £24.7m

In the event that a final agreed budget differs from the revised indicative allocations, or if the draft allocations are amended in a way that affects planned delivery, it will be necessary to review and update the business plan that flows from this corporate plan.

The chart below sets out PBNI financial performance against Budget over the last three years alongside the estimated requirement against Budget across the life of the corporate plan.



The opening allocation presents a challenging funding position, and we will have to manage all areas of expenditure. This will require staffing levels, workforce development and funding of support initiatives to be closely controlled. With a continued drive to reduce our fixed costs and maximise use of our existing asset base.

Further information on PBNI annual expenditure can be found in PBNI Annual report and accounts available at www.pbni.org.uk

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Inside Back Cover



PBNI

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