



BUSINESS PLAN 2017-18

Probation Institute

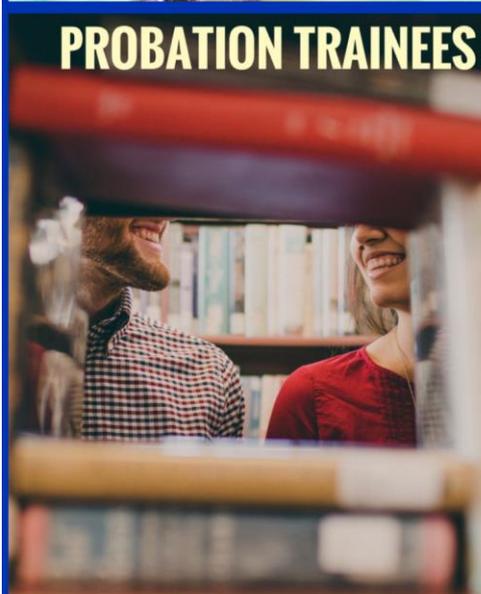
MAY 2017



Profile of provision for armed forces veterans under probation supervision

REPORT to the
Probation
Institute
September
2016

By Matt Ford, Helen Mills and Roger Grimshaw
with Callum Allison



2ND ANNUAL PROBATION PRACTITIONERS CONFERENCE



TUESDAY 13TH JUNE 2017
SHEFFIELD HALLAM UNIVERSITY

'RE-IMAGINING THE PROBATION LANDSCAPE'

FEATURING THE
14TH CJ PORTAL
LECTURE
WITH DAME
GLENYS STACEY

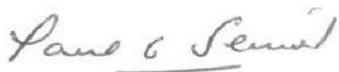
FOREWORD

I am pleased to set out the Probation Institute's Business Plan for 2017/18. The Plan records the significant achievements of the Institute in 2016/17 but also the substantial challenge ahead in further developing the Institute as a sustainable and influential body. The Probation Institute aims to support, influence and lead individuals in the overall professional development of practitioners, managers and leaders working in probation, rehabilitation and resettlement services.

We offer a consistent voice on a wide range of professional issues and development, building on our long established knowledge, skills and experience of these services. We are an independent body that represents the profession as a whole.

The objectives we have set ourselves for the coming year are set out in respect of Visibility, the Probation Register and Practitioner Regulation, Standards, Professional Development, the Centre for Excellence, Partnership, Stakeholders and Resources, including membership growth.

I look forward to engaging with current and new members in delivering the plan.



*Paul Senior, Emeritus Professor of Probation Studies
Chair, Probation Institute*

1. ACHIEVEMENTS IN 2016/17 AND OBJECTIVES FOR 2017/18

1. Visibility

1. The Probation Institute has significantly increased its profile in 2016/17.

We have

- ✓ Published Position Papers on Research, and on Professional Development
- ✓ Published a policy statement promoting a Regulatory Body for the profession.
- ✓ Contributed to the Justice Select Committee's inquiry into Prison Reform, a seminar on Transforming Rehabilitation, an initial enquiry into Transforming Rehabilitation and the Lammy Review of Racial Bias in the Criminal Justice System.
- ✓ Co-ordinated a round table seminar on Devolving Justice, continued a major research project for Forces in Mind, and published our findings
- ✓ Developed a significant presence in social media
- ✓ Responded to press, politicians and civil service requests for information and assistance

1.2 Aims for 2017/18

- To represent and support the professional interests of the majority of practitioners in the probation, rehabilitation and resettlement services in public, private and voluntary organisations
- To continue to expand the Institute's profile including opportunities for media engagement on justice issues
- To offer to the sector a much needed Regulatory Function

1.3 How

- Develop a planned programme of position papers on key issues, such as techno corrections developments including electronic monitoring, women in the justice system, devolving justice and other probation practice issues
- Lead in promoting Continuing Professional Development across the sector
- Review and enhance the effectiveness of the Probation Institute website
- Continue to expand use of social media

2. Probation Register

2.1 The core work on the infrastructure for a Professional Register has been completed. However, voluntary take-up has remained poor. A review of the infrastructure to ensure the Probation Institute is fit for purpose as a Regulatory Body has been started.

2.2 Aims for 2017/18

- To demonstrate that the Probation Institute is uniquely placed and in a strong position to deliver a Probation Professional Register with Regulation
- Build engagement with the Professional Register
- Demonstrate our capacity to regulate

2.3 How

- Review membership categories to ensure compatibility with a Professional Register.
- Consult widely on and develop continuing professional development aspects of a register
- Develop and apply best practice from similar registration schemes in allied professions and build a model for future implementation.
- Ensure that the functions of being a Regulatory and Professional body are demarcated clearly and unambiguously with complementarity of purpose

3. Professional Development

3.1 The development of the profession is fundamental to the Institute and this has been one of our most active areas in 2016/17:

- ✓ The Endorsed Learning Provider Scheme has continued.
- ✓ Two consultations on probation qualifications have been hosted.
- ✓ Professional Development opportunities were offered in a variety of ways including: a Probation Practitioners Conference, the Trainees Conference, the Probation-Sentencer Liaison Network, the “Veterans under Supervision” launch event and ongoing networks.
- ✓ The Professional Practice and Training Committee and the Research Committee have continued to meet regularly

- ✓ The Probation Institute, on behalf of Seetec, has led the successful Level 3 Trailblazer Apprenticeship application and Employer Development Group

3.2 Aim for 2017/18

- To demonstrate the connections between research (evidence base), policy, practice and learning through a systematic approach, and continue to support and lead cohesive, professional development across Probation, Rehabilitation and Resettlement.
- To engage practitioners actively in professional development as part of a Regulatory requirement

3.3 How

- Complete and publish position paper on Continuing Professional Development
- Ensure effective implementation of the Apprenticeships
- Support the PQIP qualifications
- Deliver a Second Probation Practitioners Conference
- Continue to publish the Probation Quarterly
- Extend the Learning Provider Endorsement Scheme
- Build CPD offer from key research working with our Endorsed Learning Providers

4. Centre of Excellence

4.1 During 2016/17, the Probation Institute has:

- ✓ Established an Academic Advisory Panel.
- ✓ Completed and published the “Veterans under Supervision” research project
- ✓ Supported two Sir Graham Smith Awards
- ✓ Promoted research by Griffins Society.
- ✓ Delivered a round table seminar on Devolving Justice.

4.2 Aims for 2017/18

- To lead the dissemination of research and professional information, promoting good practice and innovation, building on the existing platform.

4.3 How

- Develop formal plans for a Centre of Excellence
- Continue to promote alliances within and beyond the sector to publicise, and to offer seminars and events on, new thinking and approaches

- Continue to promote the development of the Probation Institute Professional Networks and enable user access to the Networks
- To build a research database to facilitate training and professional development.
- To launch the updated Probation Institute Code of Ethics

5 Partnerships and Stakeholders

5.1 The Probation Institute works closely with the National Probation Service and with CRCs on a number of professional issues. We have increasingly strong links with a number of voluntary organisations. During 2016/17 partnerships have been developed with the Magistrates Association (the Probation Sentencer Liaison Network), the National Probation Service Equality and Diversity Group, the Griffins Society and the Centre for Crime and Justice Studies. Good relations exist with NAPO and Unison. Our excellent working relationship with the Forces in Mind Trust has continued. The Probation Institute has joined the Criminal Justice Alliance. Fellows Meetings have been established and the Fellows have played an active role in the Institute's work.

5.2 Aim for 2017/18

- Expand partnerships within the sector and in related fields in order to reflect the wide range of employers, and the need to work across agencies to resolve the challenges faced by offenders.

5.3 How

- Board and Representative Council networking
- Board to define key partners/stakeholders for future engagement over the Professional Register
- To define and work with our main partners who are delivering key services to offenders.
- Encourage understanding of the need for practitioner Regulation and consistent standards

6 Resources including membership growth

6.1 During 2016/17 the Board acted to reduce expenditure by over 50%. This included moving to operating with no permanent staff commitments. We are able to identify a small allocation of reserves for the financial year 2017/18.

6.2. Establishing a sustainable membership base remains a challenge with the transition to the new structures within Probation still absorbing huge amounts of energy. The Representative Council and Board have worked together to develop ideas to recruit and engage new members. A marketing strategy has been developed which focusses across public, private and voluntary sectors seeking to highlight a strong focus on diversity.

6.3 Aims for 2017/18

- To achieve sustainability/self-sufficiency at the earliest opportunity
- To increase the viability of the membership base.
- To buy in expertise for specific tasks.

6.4 How

- Further develop and implement an income raising strategy including income generation from events and grants
- Ensure that the Probation Institute is well placed to make bids for delivery of member services, such as a Professional Register.
- Deploy marketing strategy consistently
- Further refine the strategy to define the benefits for those across the whole sector, particularly those employed by voluntary providers

FINANCIAL PLAN FOR 2017/18

The Probation Institute income for 2016/17 has been made up of

- Committed Grant
 - from Forces in Mind Trust for the project to research Provision for Armed Services Veterans under Supervision
 - from the Magistrates Association for joint activity
- Membership Fees
- A fee from employers for support to the Level Three Trailblazer Apprenticeship

The Probation Institute Budget for 2017/18 will include

- Committed Grant
 - From Forces in Mind Trust for the Project to research Provision for Armed Services Veterans under Supervision
- Membership Fees
- A fee from employers for support to the Level Three Trailblazer Apprenticeship
- Income from Conferences and CPD Events

The accounts for 2016/17 will be published by the Probation Institute.

In 2017/18 expenditure will be committed to

- Delivery of funded projects
- Contracted staff
- The Probation Institute Website
- Board Directors travel
- Room Hire
- Events

BENEFITS OF MEMBERSHIP

ASSURES PROFESSIONAL STATUS IN COMMUNITY JUSTICE

We are the only membership organisation for professional practitioners and managers working across probation, rehabilitation and resettlement which offers and promotes professional discourse, standards, policy and opportunities for professional development.

CONSISTENT MESSAGES ABOUT QUALITY PRACTICE

The PI responds openly and consistently to consultations. We communicate actively on Twitter, Facebook and directly to our members. Position papers include Training and Professional Development, Penal Reform, Office Arrangements, a Regulatory Body and Research

HAS AN AGREED CODE OF ETHICS

The Probation Institute has developed the only Probation Code of Ethics in 2014, now under review in 2017 through an open and consultative process

PROMOTES REGULATION OF THE PROFESSION

The Probation Professional Register enables registration at four levels (A-D), and is inclusive of all practitioner and manager roles in probation, rehabilitation and community resettlement

DISSEMINATES KNOWLEDGE, RESEARCH AND INFORMATION

We are working towards becoming a Centre of Excellence for probation practice. Through the annual Sir Graham Smith Award the Probation Institute invites research projects in probation, rehabilitation and resettlement, and provides support through our Academic Advisory Panel

PROMOTES CONTINUOUS PROFESSIONAL DEVELOPMENT

Continuous Professional Development (CPD) is an urgent requirement in probation, rehabilitation and resettlement; we are launching consultation on models of CPD

ENDORSES QUALITY TRAINING PROVIDERS

The Probation Institute has a formal endorsement process for learning providers who meet our quality standards for organisations developing and delivering learning, development and qualifications.

THE PROFESSIONAL DEVELOPMENT FRAMEWORK DRIVES OUR OFFER

A Professional Development Framework of Core Professional Activities and Role Related Activities mapped to competences, qualifications and job descriptions is accessible on line, underpins our Apprenticeship Project, our registration process and is a mechanism for job review and appraisal

UNIFIES THE PROFESSION- THE GLUE BETWEEN PROVIDERS

The Probation Institute has a formal endorsement process for learning providers who meet our quality standards for organisations developing and delivering learning, development and qualifications.

MAINTAINS THE PROFESSIONAL IDENTITY OF PRACTITIONERS

The Probation Institute is the natural professional home for practitioners and managers seeking a strong professional identity. We constantly seek the views of our members to bring your views together to improve services and encourage the recognition and valuing of practitioners

PROVIDES PROFESSIONAL LEADERSHIP WHICH IS UNIFYING AND CLEAR

We are professional, committed and resolved to speak up for a strong respected and effective future for probation, rehabilitation and resettlement

Joining the PI is a statement of determination to work towards a strong professional future for probation, rehabilitation and resettlement. Your membership is about your commitment to enhance our capacity and influence and seek to maintain strong professional practices