Probation Board for Northern Ireland

PBNI

ANNUAL REPORT & ACCOUNTS

2025-2026

CHANGING LIVES
FOR SAFER COMMUNITIES

Probation Board for Northern Ireland Annual Report and Accounts for the year ended 31st March 2026

The Annual Report is laid before the Northern Ireland Assembly under paragraph 2 of Schedule 3 to the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 by the Department of Justice.

The Statement of Accounts and Report of the Comptroller and Auditor General is laid before the Northern Ireland Assembly under paragraph 2 of Schedule 3 to the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 by the Comptroller and Auditor General for Northern Ireland.

on

02 July 2026

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This publication is also available at www.pbni.org.uk.

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THE PERFORMANCE REPORT

BOARD CHAIR'S FOREWORD

I was pleased to be appointed Board Chair by Naomi Long MLA, Minister for Justice, on 1 March 2025, just before the start of this reporting period. Twelve other Board Members from across the community were also appointed by the Minister, several of whom were new to the role. A comprehensive induction programme, including scheduled visits to PBNI offices and Community Service Projects and to each of the three prisons where Probation staff are based, provided opportunities for Board Members to see how front-line services are delivered and to gain insight into the challenges faced by staff.

The first task for the new Board was to develop a Corporate Plan for the three years from 2026-29. An extensive consultation programme was undertaken to ensure the Board generated a Plan that was inclusive, ambitious and realistic. The Plan sets out the strategic direction for the next three years and builds on the significant progress achieved over the previous planning period.

Board Members participated in formal Board and Committee meetings and in three workshops which focused on the development of our strategic priorities 2026-29, PBNI's work in prisons, and our Annual Business Plan for 2026-27. These workshops provided opportunities for Members to engage with our key partners and to consider better ways of working across the justice system and wider public sector.

The Board undertook an annual effectiveness review focused on how the Board and its Committees operate. Overall, the results were very positive. Board Members agreed that our governance structures are fit for purpose and that a strong relationship has been developed between the Board and Senior Leadership Team.

We are committed to becoming a Trauma Informed Organisation and PBNI continues to embed the principles of a Trauma Informed Approach across the entire organisation. The Board will take part in a workshop focusing on this theme during 2026.

Engaging with service users is an important aspect of our work and a refreshed Service User Involvement Strategy was considered and progressed through the Policy and Practice Committee prior to being approved by the Board. Listening to those with lived experience is key to developing our services and we will continue to look for new opportunities to do this.

Assisting victims of crime through the Victim Information Schemes is another vital role of Probation and it is welcome that the number of victims registered with PBNI increased by 8.1% this year compared to the previous year. An independent review of the three Victim Information Schemes was undertaken during this reporting period, and the Board will monitor the implementation of recommendations for PBNI going forward.

Embracing technology is key to moving forward and the Board encouraged and supported the plan to complete onboarding to Causeway, a strategically important criminal justice integrated messaging system which enables electronic information sharing between NI criminal justice organisations. PBNI will derive tangible and practical benefits from this new system, once fully implemented.

PBNI is committed to addressing current climate change and sustainability requirements. This responsibility is closely monitored through the Corporate Resource Committee. A Board Sustainability Champion has been appointed to assist with progressing this important requirement over the next few years.

Funding remains a challenge not just for Probation but for all public sector organisations. However, despite these and other operational challenges, Probation staff continued to deliver high quality services throughout the year.

The Board is deeply aware of the financial constraints predicted over the next three years and will endeavour to ensure that we have the necessary resources and capacity to deliver on our core business objectives. We will continue to work closely with the Minister and the Department of Justice in taking forward specific initiatives aimed at ending violence against women and girls and in making communities safer.

PBNI worked effectively with Doubleband Films to produce a six-part BBC documentary on the work of Probation. This series entitled ‘Carl Frampton on Probation’ represented an unprecedented opportunity to provide the public with a meaningful and authentic insight into the vital work carried out by Probation staff across Northern Ireland. I am extremely proud of our staff, the individuals under supervision, and the victims of crime who participated in the documentary, telling their stories honestly and courageously.

In December we hosted a reception for the many organisations that host Community Services Projects. These groups enable individuals who have been directed by the Courts to undertake community service as part of their sentence to participate in a range of tasks including grounds maintenance, graffiti removal, horticultural and other social activities in a safe and supervised setting. We currently operate community services activities across the whole of Northern Ireland and are extremely grateful to our partners in making this possible.

I wish to place on record my thanks to the Chief Executive and the senior team for overseeing the delivery of our statutory duties and responsibilities. I also want to pay tribute to Board Members for their ongoing support, assistance and professionalism. Members have worked hard to help shape the strategic direction of the PBNI, particularly through the development of the Corporate Planning process.

It has been a pleasure and privilege for me to be involved as Board Chair of this creative, innovative and trauma informed organisation.

Glenn Houston
Chair PBNI

INTRODUCTION FROM THE CHIEF EXECUTIVE

The Probation Board for Northern Ireland plays a central role in the criminal justice system. We work to reduce reoffending and protect the public by addressing the root causes of offending behaviour. Our aim—*changing lives for safer communities*—underpins everything we do with individuals, families, victims and our partners across the justice system.

The 2025–26 year marked the final year of our Corporate Plan 2023–26. Over the past twelve months, we have made meaningful progress in stabilising the organisation, enhancing practice, developing systems to improve efficiency, and raising awareness of our work.

As Chief Executive, a key priority this year has been ensuring our people are supported within a positive and inclusive working environment, enabling them to deliver an effective and stable probation service. Staff turnover has reduced significantly following pay modernisation, and at the time of writing, I am pleased to report we have no vacancies. To provide context, overall staff turnover has fallen from 10.1% in 2023–24 to 6.2%, while turnover among probation officers has declined from 15.6% to 5.9%. This represents a substantial improvement.

Sickness absence has also reduced over the last twelve months, although this remains an area for continued focus and will be prioritised in our next Corporate Plan. Supporting staff wellbeing has been central to our approach, including the further development of a trauma-informed approach to build resilience. While more work is needed to address workload challenges and ensure we have the right structures in place, we have made significant progress this year.

We have continued to deliver high-quality services to the courts and our justice partners. Key functions—including the provision of pre-sentence reports, our work within Public Protection Arrangements, and the services delivered within prisons—remain vital to the justice system. Reoffending rates continue to demonstrate the effectiveness of community sentences, and evidence shows that, with the right investment, intensive community sentences can achieve better outcomes than short custodial sentences. During 2025–26, Enhanced Combination Orders were rolled out to a third court area as an alternative to short prison sentences, and I hope this important work will expand further in the coming years.

We have also developed a strategy for delivering services to women and girls, alongside refreshing our service user strategy to ensure those with lived experience help shape our services. Like all justice agencies, we remain focused on tackling domestic abuse and violence against women and girls. This year, we reviewed our domestic abuse programmes, developed targeted training for staff, and strengthened partnership working in this critical area.

Important progress has also been made in modernising our organisation. I am pleased that we are now onboarding to Causeway, a system that enhances the administration of criminal justice through secure, electronic information sharing. This will support staff in their day-to-day work and improve efficiency over time. We have continued to develop our Estate and invested in improving office environments and facilities. In addition, we have met our obligations under the Climate Change (Reporting Bodies) Regulations by establishing a baseline for greenhouse gas emissions and setting clear reduction targets.

We have also taken significant steps to raise awareness and public confidence in our work. This year, we worked with DoubleBand Films to produce a six-part BBC One Northern Ireland series that tells the inside story of the probation service. I firmly believe in the importance of living our organisational values—respect, integrity, openness, accountability and compassion. Those who took part in the programme demonstrated these values clearly in their daily work, and the series left me immensely proud of the dedication and impact of our staff.

While this has been a year of real progress, it has not been without challenges. Looking ahead, we anticipate further pressures, particularly in relation to the proposed budget over the next three years, which may impact the level and quality of services we can deliver. There are also opportunities to develop our work, including through the provisions of the Criminal Justice Sentencing Bill, but realising these opportunities will require investment and additional resourcing.

I would like to thank our staff, Board members and partners for their dedication, professionalism and commitment. Their collective efforts have ensured another year of progress in supporting positive change and delivering safer communities.

Amanda Stewart

Amanda Stewart OBE
Chief Executive

OVERVIEW

The purpose of this overview section is to outline the Probation Board for Northern Ireland's performance during the 2025-26 financial year and to highlight the key issues and risks identified by management. It also includes high level information on the purpose and activities of the Board.

Statement of Purpose and Activities of the Organisation

The Probation Board was established as a Non-Departmental Public Body (NDPB), under the Probation Board (Northern Ireland) Order 1982 in accordance with a recommendation in the Report of the Review Group on Legislation and Services for Children and Young Persons in Northern Ireland (1979), that the Probation Service in Northern Ireland should be separated from Central Government and become responsible to a community-based Board. The first Board was appointed in December 1982. Each Board is of three years' duration, and the current Board was appointed in March 2025.

The Board's main functions are set out in the Probation Board (Northern Ireland) Order 1982. In addition, other legislation relating to probation activities is in 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, and in relevant amendments thereto.

The Probation Board is an executive NDPB of the Department of Justice (DoJ).

The Permanent Secretary of the DoJ, who is the principal Accounting Officer of the DoJ, designated the Chief Executive as NDPB Accounting Officer for the Probation Board.

OUR ROLE

Probation is a central part of the criminal justice system in Northern Ireland. It works to address the causes of offending to help prevent people coming back into the system again and protects the public from harm caused by re-offending. The services we provide enable individuals to change their behaviour which in turn reduces the likelihood of reoffending, reduces the numbers of victims, and makes communities safer.

We are primarily responsible for the management of people on probation (those serving a community sentence or who have been released from prison subject to licence) and for preparing pre-sentence reports for judges and magistrates in the courts to enable them to choose the most appropriate sentence. Probation staff also work in prisons preparing people for release into the community and we provide an information service for victims of crime and restorative interventions where appropriate.

Our responsibilities include:

Supervising People on Probation:

We do this by assessing and managing individuals' risks, and planning interventions to seek to tackle the root causes of their offending behaviour. We take a trauma informed approach acknowledging that many of those with whom we work will have experienced Adverse Childhood Experiences. Probation staff also hold people to account if they do not comply with the conditions of Court Orders or Licences and take enforcement action if needed to keep people and communities safe.

Preparing Pre-Sentence Reports:

Probation works with both Magistrates courts and Crown courts and prepare reports about the people charged with an offence. These are called Pre-Sentence Reports, or PSRs. They help the Magistrates and Judges decide on the most suitable and effective sentence to give. To do this a probation officer will consider the circumstances that led to someone offending and consider how likely they are to offend in the future.

Public Protection:

The Public Protection arrangements in Northern Ireland (PPANI) aim to provide a multi-agency, co-ordinated system of risk assessment and risk management that is effective in reducing the immediate and long-term risk of sexual or violent re-offending. Probation staff do this in conjunction with the Police, Prisons, Social Services and other Government and Voluntary organisations.

Programmes and Interventions:

Probation staff deliver accredited programmes that deal with offending behaviour including violent and sexual offending. We also deliver programmes and interventions to address domestic abuse and to support healthy relationships. Our probation officers are social workers who are qualified and regulated by Northern Ireland Social Care Council and trained in risk assessment and management which are essential skills in this complex and challenging work. We also have staff who are psychologists, counsellors, community service officers, probation services officers, and administrative staff in operational teams. We also employ finance, communications, human resources and IT staff to support front line staff and carry out our statutory duties. Every member of staff contributes to changing lives for safer communities.

Working in Prisons:

Probation staff work in all prisons in Northern Ireland in partnership with prison staff to deliver resettlement services, which are a key element in reducing the risk of reoffending when someone leaves prison.

Community Service:

Those on community service pay back and make reparation to communities by providing unpaid work. The work undertaken helps improve the local environment, enhances public confidence in community sentences, and can be a pathway into employment for service users.

Providing an Information Service to Victims of Crime

The PBNI Victim Information Unit manages three Victim Information Schemes which provide information about the Criminal Justice System at key stages of the individual's sentence, in a manner which is accessible, understandable, and supportive. Where appropriate, staff also deliver restorative interventions to victims and survivors.

OUR AIMS AND VALUES

PBNI's aim is: 'Changing lives for safer communities'

Our Vision

We will reduce reoffending by working together to tackle the complexities associated with the root causes of offending behaviour and rehabilitating people and reintegrating them into their communities. We will be collaborative and transformative to reduce the number of victims of crime and build safer communities.

Our values and guiding principles

Our organisational values are key to our way of working and outline how members of the public, service users and staff can expect to be treated when engaging with PBNI. Our values are supported by guiding principles. Our values act as the foundation for our principles.

In light of the prevalence of adversity and trauma among our service users we wish to ensure there is proportionate support for both our service users and our staff. We aim to take account of the principles of trauma informed practice which are:

- Safety; fostering psychological and physical safety in staff and service users.
- Trustworthiness and transparency; across systems to promote a sense of fairness.
- Peer support.
- Collaboration and mutuality; a shared vision where everyone has a role to play.
- Empowerment, voice and choice; service users as key stakeholders influence key decisions.
- The recognition of the cultural, historical, and gender issues (including sectarianism) which impact on service users.

OUR STRATEGIC PRIORITIES AND OUTCOMES

PBNI's Corporate Plan for 2023-26 sets out four outcomes that we want to deliver to achieve our aim of 'changing lives for safer communities'.

The NI Executive agreed a Programme for Government (PfG) 'Our plan: Doing what matters most' in February 2025. PBNI strategic objectives directly contribute to the delivery of the PfG priorities, primarily 'Safer Communities – contributing to delivering improved outcomes for those who engage with the Justice system and Ending Violence against Women and Girls - working with partners to provide suitable interventions and actions to change attitudes and behaviours'.

This Business Plan for 2025-26 supported the delivery of Year 3 of the Corporate Plan 2023-26. It explains what we will do and what information we will use to evaluate if we have made progress towards achieving our outcomes. It builds on what was achieved over the previous business year.

The 11 indicators of success and 18 actions and underpinning measures outlined in the Plan will be used to help quantify the progress towards our outcomes.

This approach seeks to provide evidence to demonstrate that we are making a difference to people's lives and making communities safer.

Reflecting on our three-year corporate plan we have made significant progress towards the achievement of the four outcomes that we wanted to deliver. Over the course of the plan we have implemented a new pay and grading framework for all staff. Staffing has stabilised with an increase in overall headcount and our turnover significantly reduced from 10.1% in 2023-24 to 6.2% in 2025-26, with the rate for Probation officers dropping from 15.6% to 5.9%. The Criminal Justice Inspection NI (CJINI) follow up on probation practice provided a positive report noting the positive trajectory of the improved organisational culture, services and governance.

We have continued to provide high levels of service to our partners in courts and reported reoffending rates have continued to show community sentencing as having lower levels of reoffending. A third area saw the roll out of Enhanced Combination Orders in 2025-26, as an alternative disposal option to short prison sentences for the Judiciary.

We have developed a New Estates Strategy and made progress on our Sustainability journey, while working towards more efficient use of our IT systems, and further integration with wider Justice partners.

PBNI has continued to build its partnership working and community engagement across the corporate plan period. We have held local engagement events to engage and explain the work of Probation, meeting with councillors and MLAs. We have contributed to both the Domestic and Sexual Abuse Strategy, and the Ending Violence against Women and Girls strategy, with this being an area of focus for service delivery. We have enhanced our media engagement both online and in print, culminating in the delivery of a new six-part documentary that aired in May 2026 highlighting the work of probation.

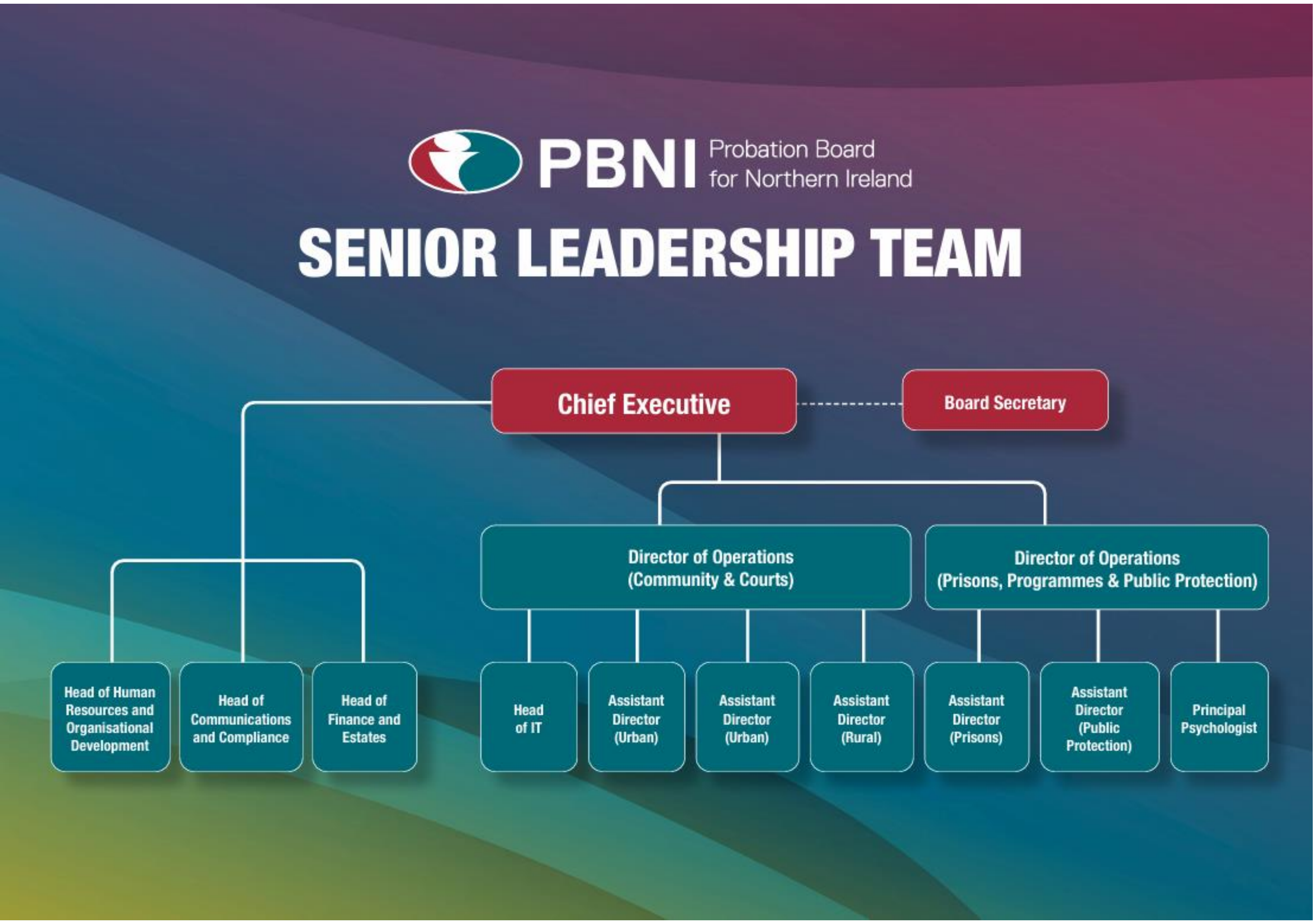
Our New Plan

There is further work to be done as we continue to drive change and improvement for service users and staff in our new corporate plan.

During 2025-26 we have consulted and developed a new Corporate plan for the period 2026-29. The 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 OPERATING MODEL

A high-level organisation structure of PBNI is set out below:



PBNI Probation Board for Northern Ireland

KEY ISSUES AND RISKS

The Board and senior management have carried out a robust review of the principal and emerging risks facing PBNI.

Risk Summary

	LIKELIHOOD			
IMPACT	Low	Moderate	High	Extreme
Extreme	·	●	·	●
High	·	●		●●●·
Moderate		·	·	·
Low	·●	·	·	

RISK CLASSIFICATION	
Extreme	12 to 16
Medium	6 to 11
Low	3 to 5
Very Low	1 to 2

At the 31 March 2026 there were six risk areas identified on PBNI's Strategic Risk Register (SRR). Details are set out below.

1.(a)People - Staff Resources and capability

Description & Impact
Inability to attract, recruit and retain staff across all job roles, and particularly administrative and social work roles, to deliver business priorities
Resulting in insufficient numbers of suitably skilled staff appointed to the necessary administrative support roles for operational offices; and the front facing probation roles, whereby staff effectively manage the risks posed by service users, ensuring rehabilitation needs are met; and ensure NI Courts & Tribunal Service (NICTS), Parole Commissioners NI (PCNI) and NI Prison Service (NIPS) requirements are delivered. With possible adverse impacts on the wellbeing of staff in post.
Risk Mitigation & Key Actions
AYE and New Start Probation Officer 3-year programme in place to support Probation Officers. Regular Workforce Planning Group meetings to identify and prioritise vacancies and seek to ensure that vacancies are filled in a timely way. Training for Area Managers to improve supervision and further develop leadership and management style.

Link to Strategic Priorities	**Change during 2025-26**	**Closing Risk Score**	
		Residual	**Treated**
SP1	Decreased	8	6

1.(b)People- Staff resources and capability			
Description & Impact High level of sickness absence and high level of absence due to other absence reasons for example maternity leave, phased return to work, special leave. Resulting in teams impacted by absence; with those staff remaining experiencing higher workloads; a reduced ability to train and mentor new staff; and creating overall workload stress and poor morale, all of which will have a negative impact on practice **Risk Mitigation & Key Actions** A range of interventions provided for staff to support the wellbeing of staff, including events, access to counselling services, monthly supervision and availability of a disability passport. Workforce Planning Group (WPG) prioritise appointments to teams who are impacted significantly by absence issues. The Chief Executive and Directors have agreed actions with Trade Unions regarding staffing arrangements when sickness absence occurs.			
Link to Strategic Priorities	**Change during 2025-26**	**Closing Risk Score**	
		Residual	**Treated**
SP1	static	16	12

2. Reputational/Operational- Programmes and Interventions			
Description & Impact Inability to make service user referrals for HMPPS owned programmes from July 2026. Gaps in the availability of groupwork interventions for probation staff to deliver to some service users to reduce their risks. This will result in potential increased risk of high harm reoffending, inability to fulfil the requirements of some Orders/licenses and potential negative impact on judicial confidence **Risk Mitigation & Key Actions** Outline agreement is in place for PBNI to utilise the new HMPPS offending behaviour programme, with Board approval sought in April 2026. A working group is developing a transition/implementation plan for the new programme delivery. PBNI owns its own domestic abuse-specific programme (PPRP); both content and training. All current programme staff have been trained in January 2025 to deliver, and treatment manage PPRP, replacing the need for the HMPPS equivalent (BBR). PBNI has recently developed its own basic ‘core skills’ training, thus reducing dependence on HMPPS at this stage. PBNI has developed new, and enhanced existing, one-to-one interventions for Service Users.			
Link to Strategic Priorities	**Change during 2025-26**	**Closing Risk Score**	
		Residual	**Treated**
SP2	Decreased	12	9

3. Reputational/Operational- Risk Management of Service Users			
Description & Impact Inadequate risk management of service users including insufficient attention to risk of harm. Resulting in harm being caused to an individual and a loss of confidence in the ability of PBNI to effectively manage the risks posed by service users under its supervision. This may also then impact on staff morale; lead to fear-driven decision making; and negative culture. **Risk Mitigation & Key Actions** Serious Further Offence process and reporting structure in place with ability to commission independent reviews as required. Regular liaison with Recorder, Presiding District Judge and Chief Parole Commissioner. Provision of practice seminars for staff and ongoing training in key practice areas. Group Area Manager monitoring events to take place bi-annually to ensure consistency in Area Manager Monitoring.			
Link to Strategic Priorities	**Change during 2025-26**	**Closing Risk Score**	
		Residual	**Treated**
SP1	Decreased	12	8

4. Financial – Resources allocated to PBNI			
Description & Impact Insufficient in year financial resources to deliver statutory responsibilities and operational services at the desired level. Resulting in an inability to deliver PBNI priorities and business plan objectives effectively and with potential risk to safe delivery of service. **Risk Mitigation & Key Actions** Actions have been taken in year to reduce some service levels and mitigate future pressures. Ongoing monitoring and scrutiny of all expenditure and pressures by Directors and Heads of Department. Additional monies secured in year to allow continued level of service delivery.			
Link to Strategic Priorities	**Change during 2025-26**	**Closing Risk Score**	
		Residual	**Target**
SP3	Decreased	3	3

5. Business Continuity – PBNI infrastructure failures			
Description & Impact A threat such as another covid surge, fire, electricity outage, flood, cyber-attack or other causes of operational failure impact on critical infrastructure including buildings or line of business that impacts information systems or records and ability to deliver services. Resulting in the loss of ability to deliver front line work, day to day business and/or delays in processes. Also, potential for financial cost of recovery, or fines or compensation claims resulting from any data loss. **Risk Mitigation & Key Actions** Business Continuity Plan in place. PBNI attend DOJ Information Risk Owners Council/ IT Assist Account Management meetings and all PBNI Systems are accredited. ECMS/IT teams fully resourced.			
Link to Strategic Priorities	**Change during 2025-26**	**Closing Risk Score**	
		Residual	**Target**
SP2	Increased	6	6

6. Technology			
Description & Impact Inability to deliver Phase 1 of the Causeway onboarding programme. PBNI will not be a full Causeway partner and will lose the current benefits provided by Causeway including access to Criminal Record Viewer. PBNI will be unable to benefit from electronic transfer of information via Causeway to and from Court and will continue to rely on the resource intensive manual inputting of information. PBNI will have to explain why resources dedicated to the project to date have not resulted in any benefit. **Risk Mitigation & Key Actions** Project governance in place to allow risks and issues to be flagged at the earliest opportunity. Agreed project plan, data alignment paper and quality assurance paper in place. Internal Peer Review (IPR) on readiness for Onboarding completed October 2025. Recommendations from IPR have been taken forward and are reviewed as required.			
Link to Strategic Priorities	**Change during 2025-26**	**Closing Risk Score**	
		Residual	**Target**
SP2	Increased	12	12

The mitigating actions for each of the above risks were monitored during the financial year. The SRR was updated by senior managers and reviewed on a quarterly basis through the Senior Leadership Team meeting with a focus on specific risk areas where required.

These updates were then considered by the Board's Audit and Risk Assurance Committee before being recommended to the Board of PBNI for final approval on a quarterly basis.

Going Concern

During 2025-26, the Probation Board was financed by a grant from the Department of Justice Request for Resources (Supporting and developing an efficient, effective and responsive Criminal Justice System), the statutory authority being Article 7 (1) of the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

In compliance with International Accounting Standard (IAS) 19, the Probation Board has recognised a pension scheme liability of £139k in its Statement of Financial Position (liability of £140k in 2024-25). The Probation Board has net assets of £1,272k as at 31 March 2026, compared to net assets of £932k in 2024-25.

The Probation Board has paid pension contributions to Northern Ireland Local Government Officers' Superannuation Scheme (NILGOSC) in accordance with the scheme's specifications.

It is considered appropriate to adopt a going concern basis for the preparation of the financial statements as the Probation Board is supply financed and draws its funding from the Consolidated Fund via the Department of Justice. The Budget Act (Northern Ireland) 2026, which received Royal Assent on 20 March 2026, together with the Northern Ireland Spring Supplementary Estimates 2025-26 which were agreed by the Assembly on 23 February 2026, provide the statutory authority for the Executive's final 2025-26 expenditure plans. The Budget Act (Northern Ireland) 2026 also provides a Vote on Account to authorise expenditure by departments and other bodies into the early months of the 2026-27 financial year. It is assessed there is no liquidity risk in respect of the liabilities due in future years. It is therefore appropriate for the Probation Board's accounts to continue to be prepared on a going concern basis.

PERFORMANCE SUMMARY

2025-26 was the last year of the 2023 - 2026 Corporate Plan which sets out four outcomes that we want to deliver to achieve our aim of 'changing lives for safer communities'.

The Business Plan 2025-26 supported the delivery of Year 3 of the Corporate Plan. It sets out what we are doing by way of priority actions to achieve our outcomes, and what information we will use to evaluate if we have made progress towards achieving them. The 11 indicators of success and 18 actions and underpinning measures outlined in the Plan are being used to help quantify the progress towards the agreed outcomes.

<u>Summary of Performance</u>

At the end of the fourth and final quarter of the year 2025-26 of the 18 Actions and Underpinning Measures that required action, eight have an Amber (In Progress) rating; the remaining 10 are assessed as Green (Complete).

Full details of progress taken to date are set out in the next section, a summary of performance is set out below.

Performance on the Key Outcomes under these Strategic Priorities is provided in the Performance Analysis section.

	Green	Amber	Red
Indicators	**No. of Actions**		
Outcome 1: Our people are supported through a positive and inclusive working environment to deliver an effective and stable probation service. Indicator: Our people feel valued and supported. Indicator: Increased efficiency/Our people feel valued and supported.	2	1	-
Outcome 2: We have a safer community through the delivery of an effective probation service. Indicator: Enhanced effectiveness in probation practice Indicator: Enhanced organisational resilience. Indicator: Increased service user involvement	4	2	-
Outcome 3: The Probation Service is sustainable, adaptable, and prepared for future challenges. Indicator: Increased efficiency of PBNI	1	3	-
Outcome 4: We have developed partnerships to help make communities safer. Indicator: Year 3 of the Communications and Engagement strategy is implemented Indicator: Corporate Plan is developed. Indicator: Development of partnerships Indicator: Contribution to EVAWG strategy Indicator: Implementation of PBNI RJ strategy	3	2	-
Total Actions	**10**	**8**	**0**

2025/26 HIGHLIGHTS

ON 31 MARCH 2026

5,492 ORDERS/LICENSES SUPERVISED BY PBNI INVOLVING:

3,953 SERVICE USERS

CASELOAD SUPERVISED

- **39.2%** DETERMINATE CUSTODIAL SENTENCES
- **26.3%** PROBATION ORDERS

31.6% THE LARGEST PROPORTION OF CASELOAD WAS ATTRIBUTED TO VIOLENCE AGAINST THE PERSON (VAP) OFFENCES

90.3% MALES ACCOUNTED FOR THE MAJORITY OF SERVICE USERS BEING SUPERVISED

28.5% OF SERVICE USERS BEING SUPERVISED WERE IDENTIFIED AS HIGH RISK UNDER THE ASSESSMENT, CASE MANAGEMENT AND EVALUATION SYSTEM (ACE)

5% OF SERVICE USERS BEING SUPERVISED (199 SERVICE USERS) WERE ASSESSED AS SIGNIFICANT RISK OF SERIOUS HARM TO OTHERS (SROSH)

35.7 %

MORE THAN **1/3** OF SERVICE USERS BEING SUPERVISED WERE AGED **30 TO 39**

706 SERVICE USERS

PUBLIC PROTECTION ARRANGEMENTS FOR NI (PPANI)

17.9% OF SERVICE USERS BEING SUPERVISED

BETWEEN 1 APRIL 2025 AND 31 MARCH 2026

6,600 REPORTS COMPLETED

Excluding letters to the court

335 NEW VICTIMS REGISTERED WITH PBNI

PERFORMANCE ANALYSIS

PBNI manages performance against the 2025-26 Business Plan Outcomes. Progress and the potential risk or uncertainty of non-achieving is monitored on a quarterly basis by the Senior Leadership Team by reviewing the Business Plan objectives along with the Strategic Risk Register and the Departmental Risk Registers. The results are reported to the Policy and Practice Committee and to the Board. PBNI's Sponsoring Directorate within the DoJ also receives a progress report each quarter. The performance against the 2025-26 Business Plan Outcomes is set out below.

STRATEGIC PRIORITY 1: WE WILL DEVELOP, SUPPORT, AND EMPOWER OUR STAFF TO IMPROVE SERVICE DELIVERY		
BUSINESS PLAN KEY OUTCOME	**QUARTER 4 FINAL**	**RAG STATUS**
Outcome 1: Our people are supported through a positive and inclusive working environment to deliver an effective and stable probation service. Indicators: Our people feel valued and supported. Increased efficiency/Our people feel valued and supported.	• This action is achieved - the majority of managers have completed the UU Management Development Programme, with positive feedback received, both in terms of learning and how the training and reflections will be applied as leaders. • In terms of outcomes and impact, the attrition rate at the end of Q4 had substantially reduced, reducing to a year end rate of 6.2% (see page 85). This was the target benefit of the Pay Modernisation programme. • That said, whilst this objective is achieved, leadership development remains a key area of focus for the organisation moving into the new business year, particularly at Area Manager level. • The measurement of workload (known as WMT) has been a substantial focus of the year, mainly due to issues with the system used to quantify this, as well as an organisational narrative that staff are overwhelmed with work. As the organisation staffing has stabilised in the form of much reduced staff attrition, and	**GREEN**

	reduction in the level of sickness absence, this narrative has reduced correspondingly. This shift has been further assisted by planned changes in how workload is presented, which had previously overstated workloads. Training has been undertaken with managers on the new WMT tools. There remain team-level issues, where a small number of staff absent can have a disproportionate impact, and for this reason an organisational review is planned for the coming year. • At year-end the sickness levels have reduced from the scale seen at the end of Quarter 3. The measure set at the start of the business year was a reduction in comparison to 23-24. Looking at the year as a whole, at the start of the year in April 25, days lost per employee was 17.4 days, compared to the end of the year March 26, where days lost per employees decreased to 15.8 days. • A review of the Managing Attendance Policy and Procedures remains in progress and will provide a focus for the coming business year.	

STRATEGIC PRIORITY 2: WE WILL DELIVER AN EFFECTIVE, QUALITY STATUTORY PROBATION SERVICE TO REDUCE REOFFENDING AND PROTECT THE PUBLIC		
BUSINESS PLAN OUTCOME	**QUARTER 4 FINAL**	**RAG STATUS**
Outcome 2: We have a safer community through the delivery of an effective probation service. Indicators: Enhanced effectiveness in probation practice Enhanced organisational resilience. Increased service user involvement	• Completed. PBNI have provided detailed inputs to the Draft Framework on Reducing Offending and Re-offending (which is a one year interim position document) in advance of the Strategy being launched in 2027. • At year end, there has been substantial work completed with regards to PBNI organisational review, to ensure this future proofing piece of work is properly consulted upon. The Terms of Reference are fully developed; discussed and amended following consultation with Trade Unions and Area Managers. This will form a substantial element of next year's business plan. • PBNI's Women's Strategy, and associated action plan, was completed and approved early this year. Organisationally, the focus on women has increased through the targeted action plan, practice has developed and further training is underway. • The ECO project was expanded to the North Antrim area on 1 June 2025. The uptake from the judiciary is positive. Unfortunately, a bid to the Transformation Fund to enable further roll out was unsuccessful, and the future of ECOs remains uncertain as a result. • At year end, a clear future path for groupwork programme delivery in PBNI has been established, through a comprehensive Review, engagement with HMPPS and consultation with staff. Much work remains to be done, but a direction of travel has been ratified by PPC and Board.	**GREEN**

	• Much work has been completed this year to embed service user involvement in the work of the organisation. A formal strategy, and accompanying action plan was approved by Board during this year and launched in Q4.	

STRATEGIC PRIORITY 3: WE WILL PRIORITISE OUR BUDGET AND ESTATE TO MAXIMISE SERVICE DELIVERY		
BUSINESS PLAN OUTCOME	**QUARTER 4 FINAL**	**RAG STATUS**
Outcome 3: The Probation Service is sustainable, adaptable, and prepared for future challenges. Indicators: Increased efficiency of PBNI	• Funding principles have been set and agreed to allow PBNI to prioritise its spending plans in line with the new corporate plan. Estimated resource and capital requirements have been prepared for the next three-year period and some initial savings actions prepared for 2026-27. While a draft indicative resource budget has been issued for the period 2026-27 to 2028-29, there is no formal agreement or budget currently in place. Further work will be required to assess and develop spending plans when Budgets are agreed. • Heads of Agreement for works and the outline business case for the redevelopment of the current North Street site has been completed and is going through the approval process. Future years Capital Budgets are still to be agreed, and progress will be subject to sufficient future funding being available. An interview room has been adapted to double as a counselling space. This has been received well and a similar fit out rolled out to other offices. • Site improvements in PBNI Ormeau Rd have continued with new DDA access and external building fabric repairs completed. Plans for the upgrade of its interview space have been agreed and issued to CPD for action. • PBNI has met its requirements under the Climate Change (Reporting Bodies) Regulations. Baseline Greenhouse Gas emissions have been calculated and target carbon reductions set for scope 1 and 2 emissions, for its Carbon Mitigation plans. A high-level climate risk assessment was undertaken to review the current predicted impact of climate change to PBNI's function and provide actions and plans to try to manage and adapt to these risks. Over the next corporate plan period work will continue to future proof the	**AMBER**

STRATEGIC PRIORITY 3: WE WILL PRIORITISE OUR BUDGET AND ESTATE TO MAXIMISE SERVICE DELIVERY		
BUSINESS PLAN OUTCOME	**QUARTER 4 FINAL**	**RAG STATUS**
	organisation in relation to climate change risk, while working towards a reduced greenhouse gas emissions. • Significant work has been undertaken in relation to PBNI onboarding to Causeway. The initial planned go-live date of 19th January was rescheduled to an end of May go-live date. We are firmly on track to meet this date.	

STRATEGIC PRIORITY 4: WE WILL DEVELOP OUR CURRENT PARTNERSHIPS AND CREATE NEW PARTNERSHIPS TO HELP MAKE COMMUNITIES SAFER		
BUSINESS PLAN OUTCOME	**QUARTER 4 FINAL**	**RAG STATUS**
Outcome 4: We have developed partnerships to help make communities safer. Indicators: Year 3 of the Communications and Engagement strategy is implemented Corporate Plan is developed. Development of partnerships Contribution to EVAWG strategy Implementation of PBNI RJ strategy	• Year 3 of the Communications and Engagement strategy has been fully implemented. Significant resources have been invested in engagement with schools, universities and FE colleges. Communications, particularly through online and social media platforms, have supported and enhanced recruitment campaigns. • The Corporate Plan 2026-29 has been finalised alongside the first year Business Plan 2026-2 and is with the Minister for approval whilst awaiting a budget allocation. • The issue of accommodation for service users has remained a key concern throughout the entire year. Partnerships with the Approved Premises, and with the Housing Executive, have strengthened this year, but will remain a focus going forward. A tender exercise has now been designed and costed to provide a small amount of emergency accommodation, specifically for PBNI service users. This has not yet concluded in terms of process. • PPRP has been expanded this year, making a significant contribution to both the Domestic and Sexual Abuse Strategy, and the Ending Violence against Women and Girls strategy. Planning work is underway in respect of Domestic Abuse Protection Orders, but funding (Transformation Funding) is not yet confirmed. • PBNI's role in terms of an Independent Referral Body (IRB) has now commenced, with a staff member now in place, and PBNI making a significant contribution to departmental discussions. There also remains an ongoing focus on embedding restorative approaches in core practice.	**GREEN**

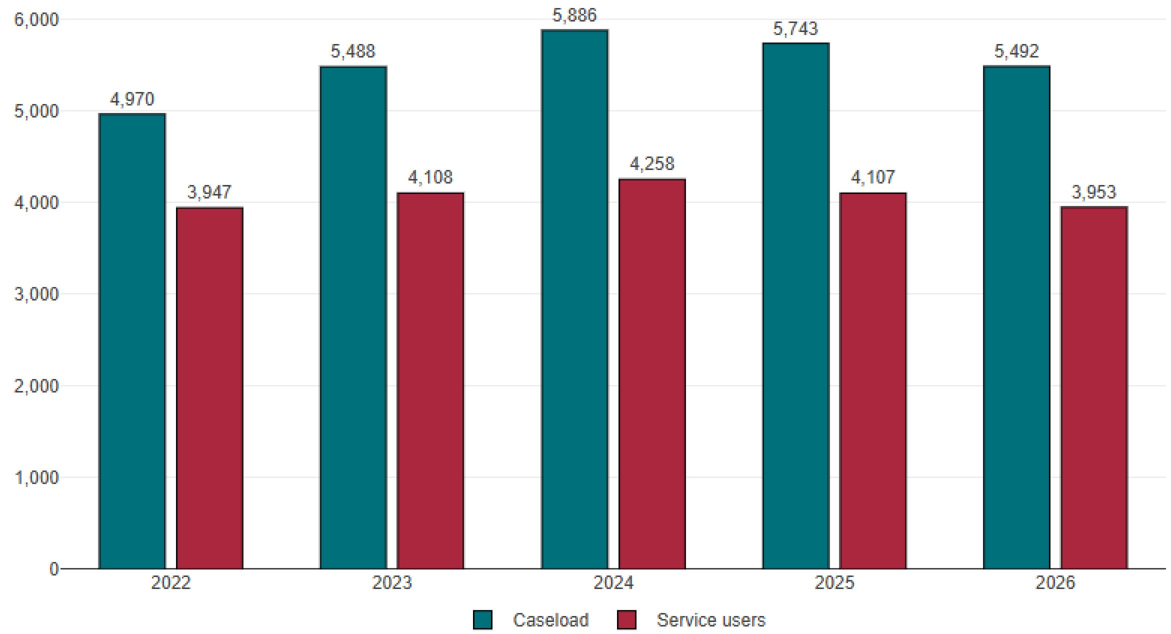
CASELOAD STATISTICS

Service users and caseload supervised by PBNI

On 31 March 2026, 3,953 service users were supervised by PBNI, a decrease of 3.7% on the equivalent figure for 31 March 2025 (4,107). Prior to 2025 this figure had increased year on year from a low of 3,740 in March 2021 following the Covid-19 pandemic.

The caseload i.e. the number of individual Orders and Licences supervised by PBNI decreased by 4.4% between March 2025 (5,743) and March 2026 (5,492). The 2024 figure was the highest level of caseload recorded on 31 March over the last five years.

Service users and caseload supervised by PBNI - 31 March 2022 to 31 March 2026

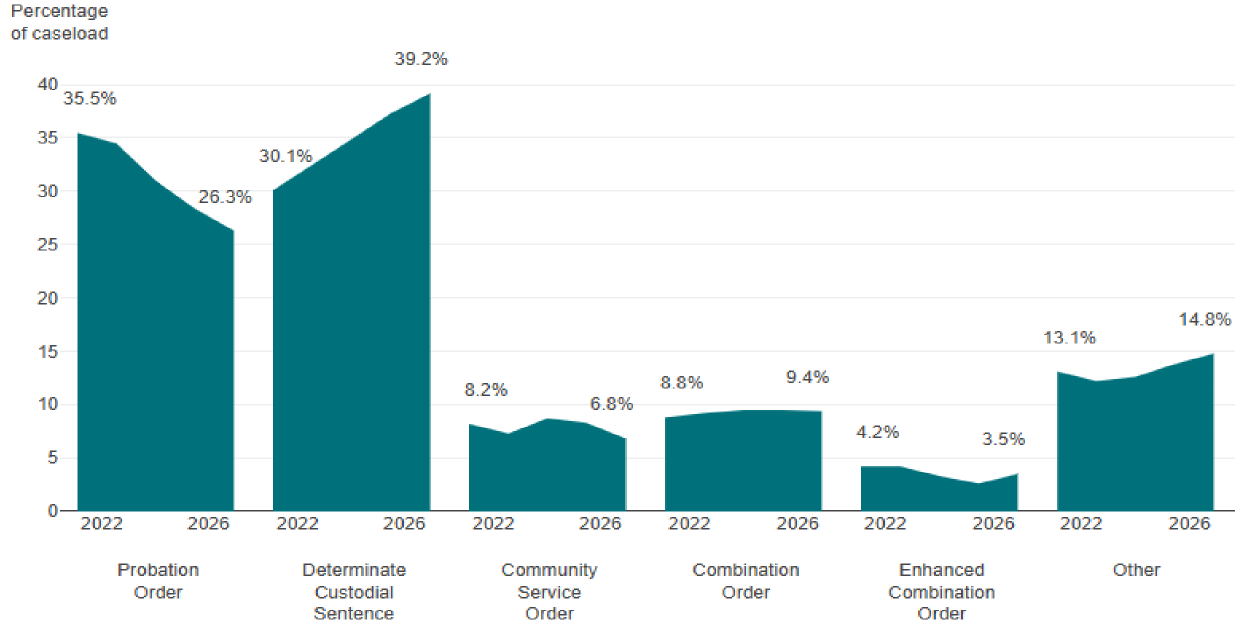


Types of Order/Licence

Looking at community-based Orders supervised in March 2026, the largest proportion (26.3%) was attributed to Probation Orders (PO), although this is a decrease from a high of 35.5% in March 2022. The proportion of Community Service Orders (CSO) has decreased in the last year to 6.8% while the proportion of Combination Orders has remained stable (9.4% in March 2026). The proportion of Enhanced Combination Orders (ECO) had been decreasing over recent years but has increased from a low of 2.6% in 2025 to 3.5% in 2026.

Determinate Custodial Sentences (DCS) account for the largest proportion of the post-custody Licences supervised by PBNI. This figure has increased year on year from 30.1% in March 2022 to 39.2% in March 2026.

PBNI caseload by type of Order/Licence - 31 March 2022 to 31 March 2026

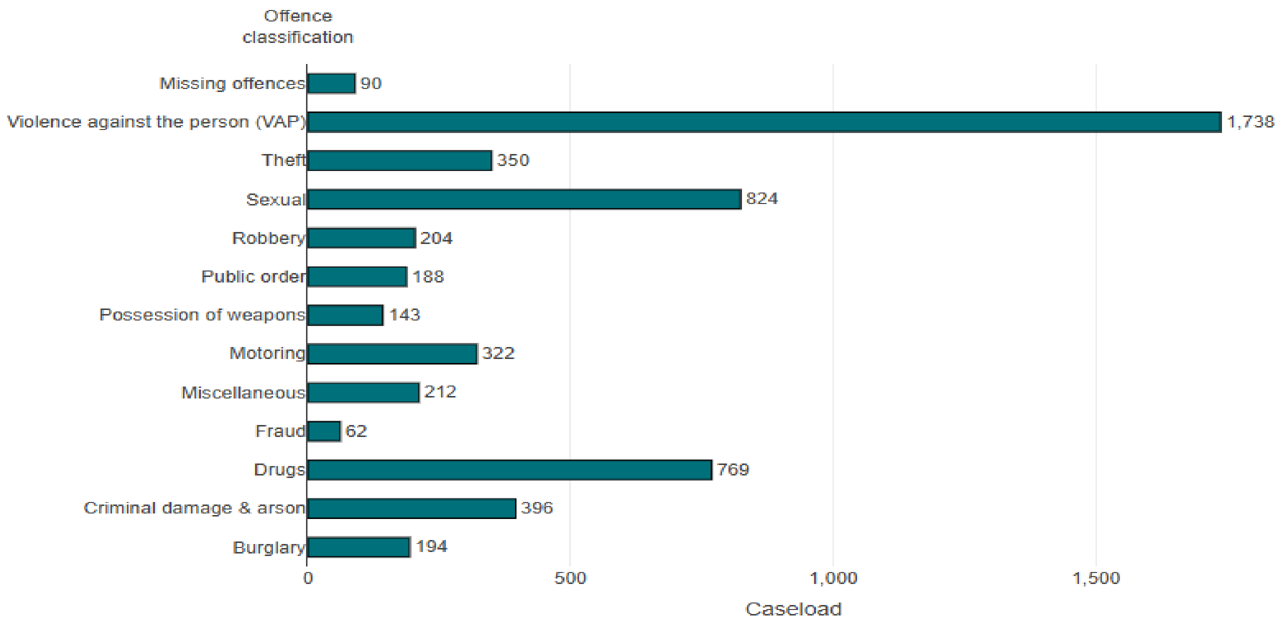


Offence classification

On 31 March 2026 the largest proportion of caseload (31.6%) was attributed to violence against the person (VAP) offences. This was followed by sexual offences (15.0%) and drugs offences (14.0%).

Due to the introduction of new methodology to assign the principal offence (see Appendix 1 for more details) comparable data for previous years is unavailable.

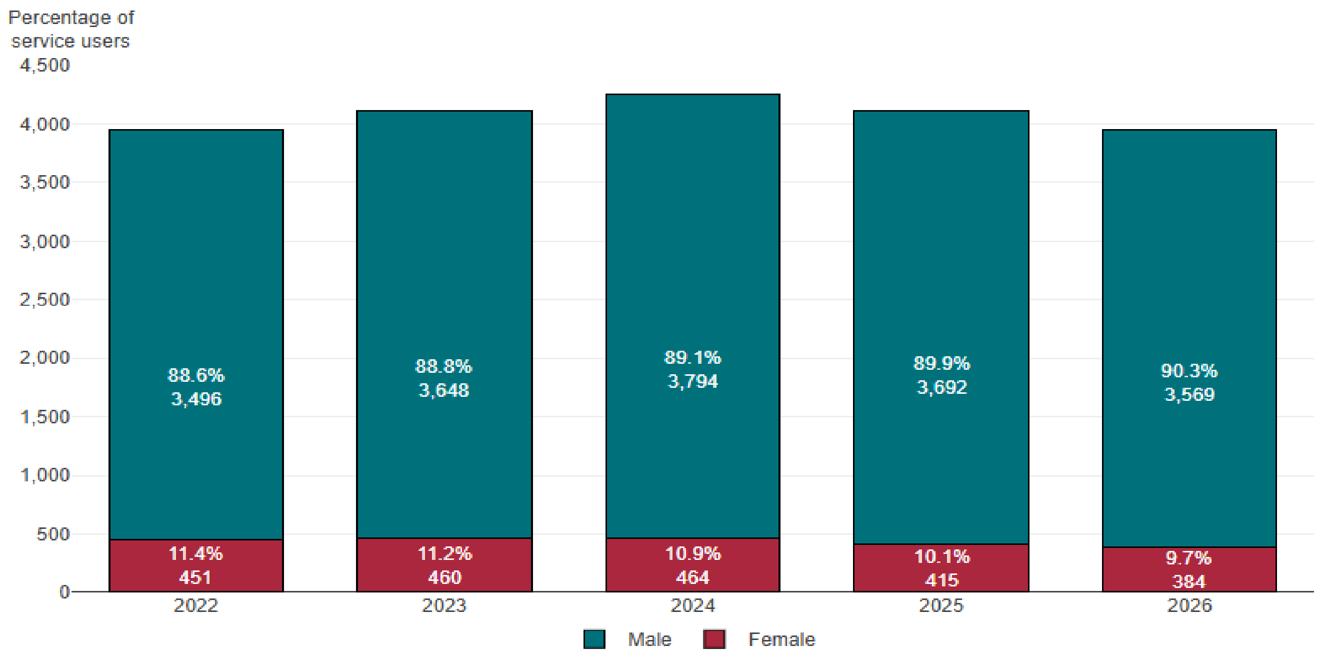
PBNI caseload by offence classification - 31 March 2026



Service user demographics

In March 2026 males accounted for 90.3% of service users being supervised. This figure has remained largely consistent ranging between 90.3% and 88.6% over the last five years.

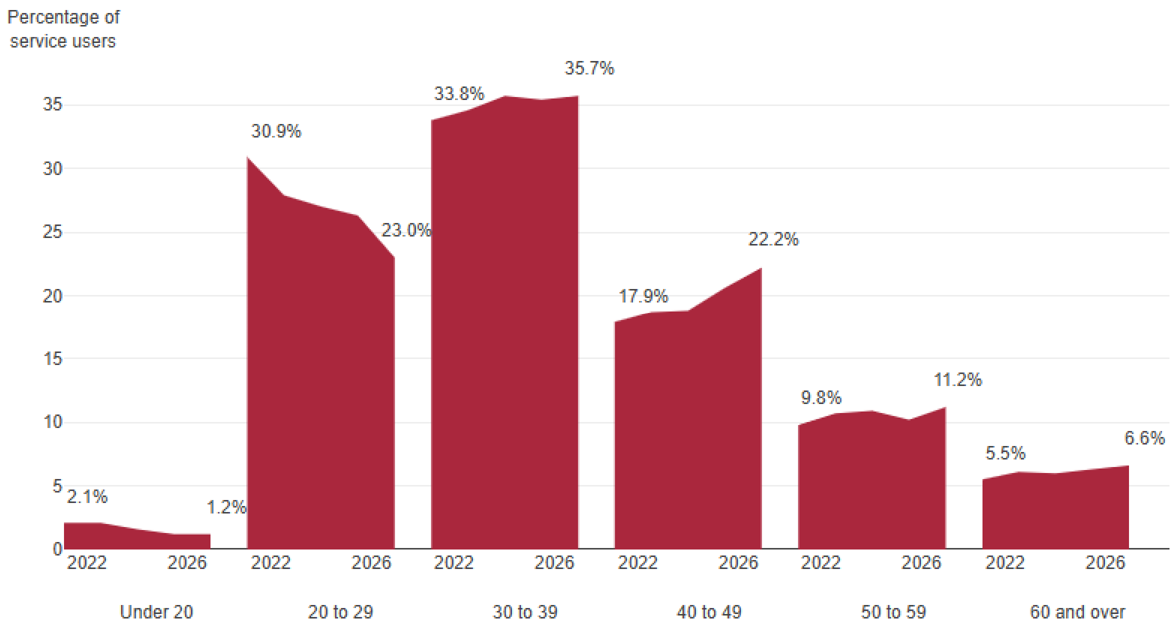
Service users supervised by PBNI by gender- 31 March 2022 to 31 March 2026



Prior to March 2022 the largest proportion of service users being supervised by PBNI were in the 20 to 29 age group. However, in March 2022 the proportion of service users in the 30 to 39 age group (33.8%) surpassed those in the 20 to 29 age group (30.9%). This has remained the case with the proportion of service users in the 20 to 29 age group reaching a low of 23.0% in March 2026. The proportion in the 30 to 39 age group has remained consistent over the last three years (35.7% in March 2026).

In the last two years there has been a marked increase in the proportion of service users in the 40 to 49 age group from 18.8% in March 2024 to 22.2% in March 2026. The proportion in the older age groups (50 to 59 and 60 and over) have also increased but not to the same extent.

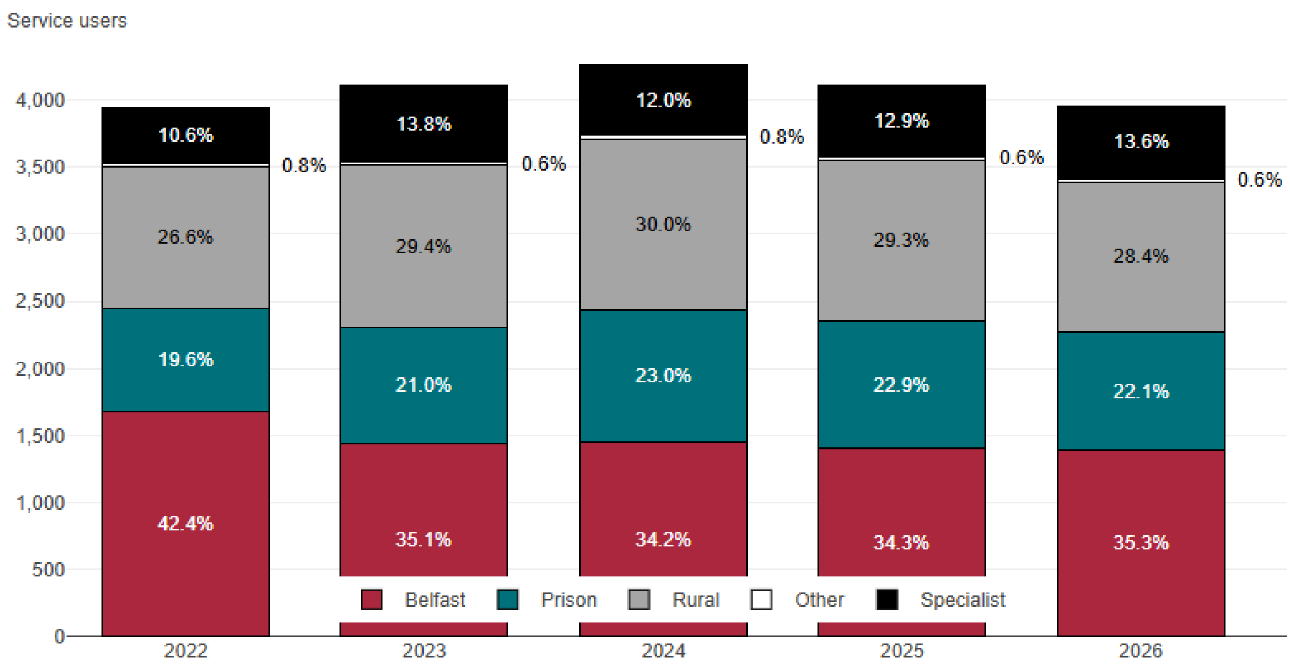
Service users supervised by PBNI by age - 31 March 2022 to 31 March 2026



Service users by PBNI Directorate

Over the last four years the proportion of service users supervised by each Directorate within PBNI has remained broadly consistent. In March 2026, 35.3% were supervised by the PBNI Belfast Directorate, 28.4% by the PBNI Rural Directorate and 22.1% by the PBNI Prison Directorate.

Service users supervised by PBNI by Directorate - 31 March 2022 to 31 March 2026



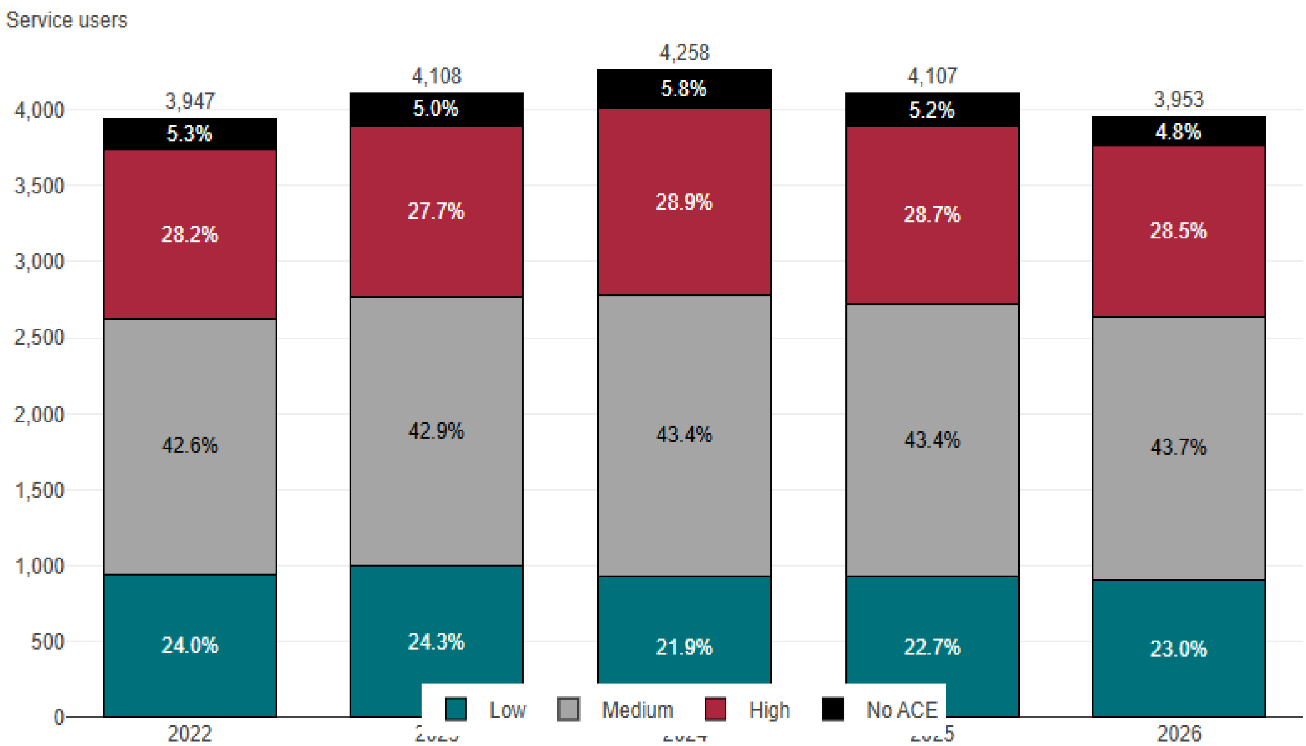
Assessment, Case management & Evaluation system (ACE)

The Assessment, Case management & Evaluation system (ACE) is used to assess the likelihood of re-offending within a two-year period, based on the prevalence of various social, personal, and offending related issues. A scoring system is used to identify the likelihood of re-offending with a score of 0 to 15 indicating a low risk, a score of 16 to 29 indicating a medium risk and a score of 30 or more indicating a high risk.

Of those service users supervised by PBNI on 31 March 2026, 95.2% had an ACE assessment completed. This is an increase on the figure for 31 March 2024 (94.2%) which was the lowest proportion seen over the last five years.

In March 2026 over two-fifths (43.7%) of service users were identified as medium risk. This compares to 42.6% in March 2022. The proportion of service users identified as high risk in March 2026 was 28.5%, a slight decrease from March 2024 (28.9%) which saw the highest proportion over the five year period. The proportion of service users identified as low risk increased from 21.9% in 2024, which was the lowest proportion over the five year period, to 23.0% in 2026.

<u>Service users supervised by PBNI by ACE category - 31 March 2022 to 31 March 2026</u>



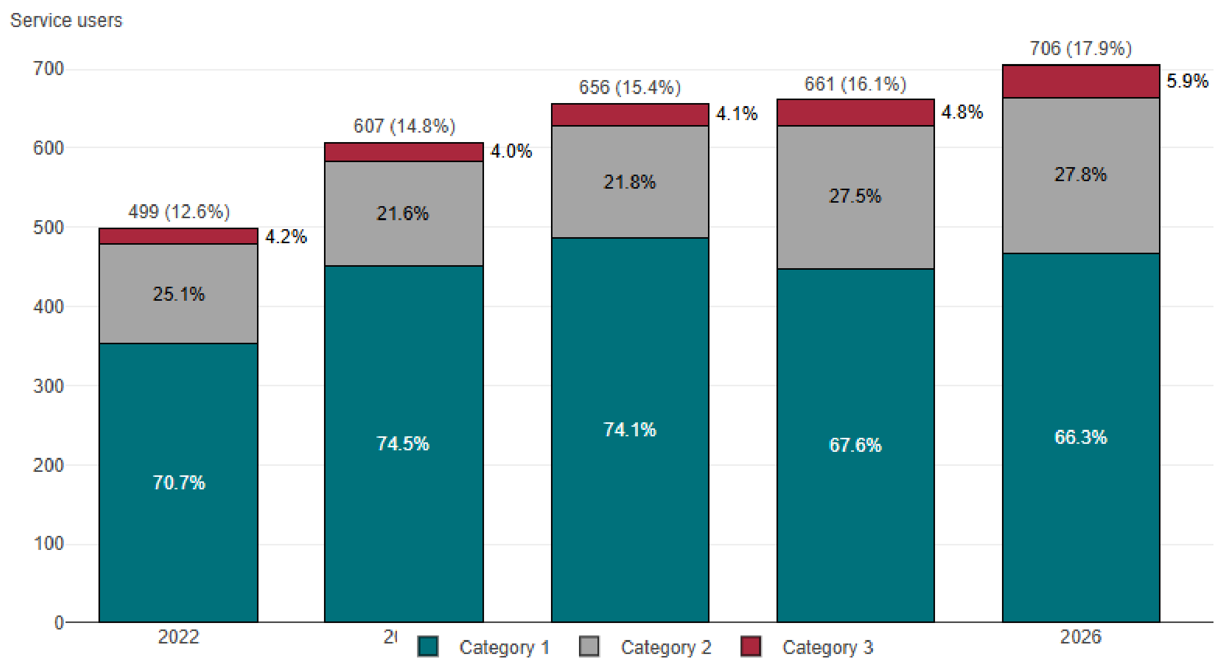
Public Protection Arrangements for Northern Ireland (PPANI)

Public Protection Arrangements for Northern Ireland (PPANI) provides assessment and management of the risks posed by certain sexual and violent individuals. Service users categorised under PPANI are assigned a category from one to three, with Category 1 indicating low risk and Category 3 indicating high risk.

On 31 March 2026, 706 service users (17.9% of all service users supervised by PBNI) were assessed and assigned a PPANI category. The proportion of service users categorised under PPANI has been rising year on year since March 2022 when 12.6% of all service users supervised by PBNI (499 service users) were assigned a PPANI category.

Two thirds (66.3%) of service users categorised under PPANI were assigned to Category 1 in March 2026. This is a slight reduction from 67.6% in March 2025. The proportion of service users assigned to Category 2 has remained consistent over the last two years (27.8% in March 2026) and the proportion of service users assigned to Category 3 has increased from 4.8% in March 2025 to 5.9% in March 2026. Prior to this increase the figure had remained largely consistent over previous years.

<u>Service users categorised under PPANI by category - 31 March 2022 to 31 March 2026</u>

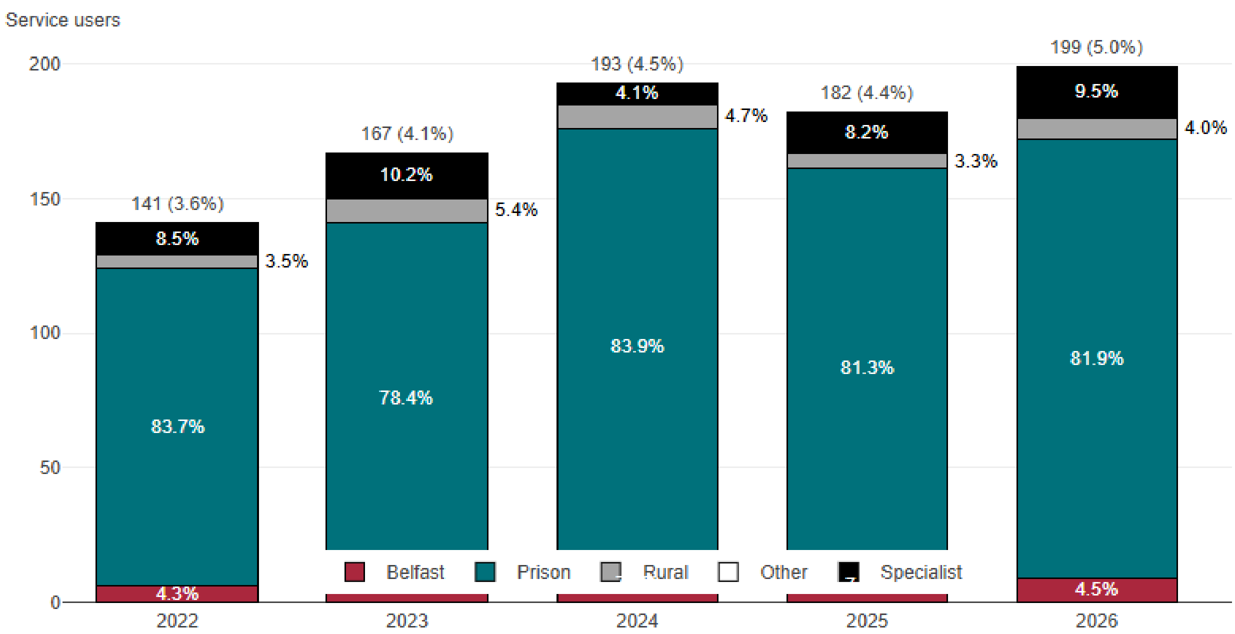


Significant Risk of Serious Harm to others (SROSH)

Service users assessed as Significant Risk of Serious Harm to others (SROSH), are considered to present a high likelihood of committing a further offence, causing serious harm.

In March 2026 5.0% of service users supervised by PBNI (199 service users) were assessed as SROSH. This figure had increased from 3.6% in March 2022 (141 service users). Each year the majority of these service users have been allocated to the PBNI Prison Directorate (81.9% in March 2026).

Service users assessed as SROSH by Directorate - 31 March 2022 to 31 March 2026



Reports completed by PBNI

PBNI staff fulfil a crucial role at Court. In particular they prepare a wide range of reports which assist the Judge or Magistrate to determine the most suitable type of sentence to impose or notify them of the circumstances surrounding breach of an order. PBNI staff also produce reports for the Parole Commissioners for Northern Ireland (PCNI) in relation to licences/sentences. Prior to April 2025 statistics relating to the totality of these reports were not available, however recent changes to recording practices means data relating to Prison Reports (PDP Co Ordinators Reports, PDP Update Reports and PDU Release Plans) and PPANI Designated Risk Manager (DRM) reports are now available.

During 2025-26, 6,600 reports were completed by PBNI staff. 1,725 letters were prepared and sent to court in 2025-26. There has been a 6.4% increase in the number of reports (excluding letters) completed between 2024-25 and 2025-26. However, it should be noted the total reports figure includes 481 Prison and PPANI DRM reports which were not captured in statistics for previous years.

Magistrates Court Reports (MCRs) account for the highest proportion of reports completed (excluding letters), however this figure has reduced from 52.2% in 2021-22 to 39.4% in 2025-26. Crown Court Reports (CCR) and Pre Sentence Reports (PSR) have also reduced over the same time period from 21.5% to 17.4%.

Short Adjournment Reports (SAR) were introduced in February 2023 as a pilot scheme. The scheme ran for 18 months, following which the reports were rolled out as part of routine practice. These reports accounted for 8.9% of the total reports completed (excluding letters) in 2025-26.

It should be noted the Criminal Bar Association (CBA) strike, which began on 6th January 2026, has had an impact on the number of reports submitted to court during the last quarter of 2025-26.

Reports completed by PBNI by type of report, 2021-22 to 2025-26

Type of Report	2021-22	2022-23	2023-24	2024-25	2025-26
Addendum Report	791	819	706	672	647
Breach Report	722	807	656	534	453
Crown Court Report (CCR)/Pre-Sentence Report (PSR)	1,523	1,266	1,154	1,166	1,148
Magistrates Court Report (MCR)	3,706	3,615	3,040	2,803	2,601
Letter to Court	2,167	2,338	1,732	1,735	1,725
Short Adjournment Report (SAR) [Note 1]	z	88	438	487	587
Prison Report [Note 2] [Note 3]	z	z	z	z	406
Other Reports [Note 2] [Note 4]	344	373	328	441	497
Missing Report Type	10	133	99	100	261
Total Reports (including letters)	**9,263**	**9,439**	**8,153**	**7,938**	**8,325**
Total Reports (excluding letters)	**7,096**	**7,101**	**6,421**	**6,203**	**6,600**

Victims registered with PBNI

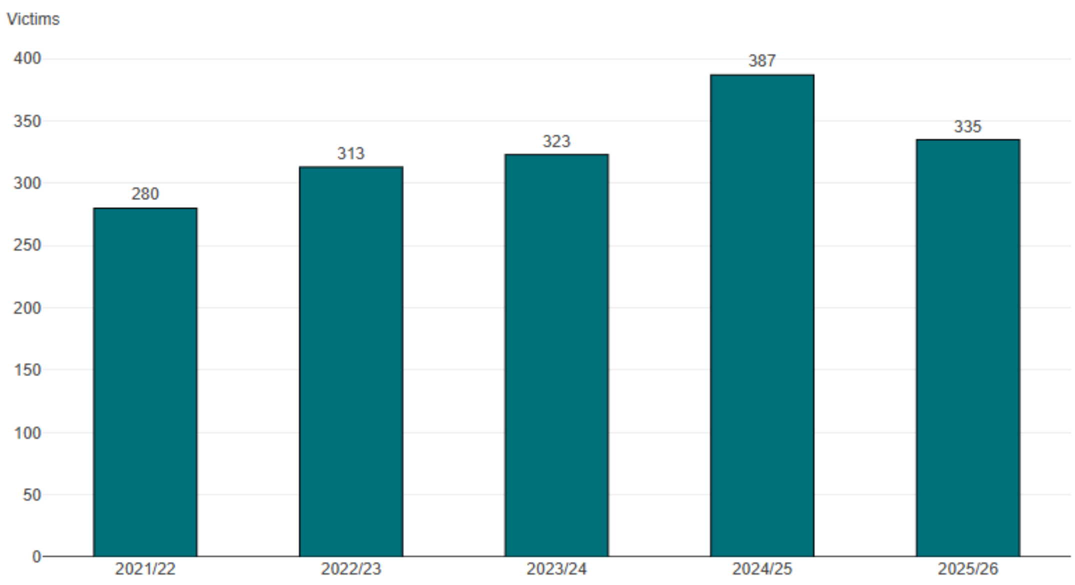
PBNI operate a Victim Information Scheme to assist victims of crime. This scheme is one of three victim information schemes in Northern Ireland. PBNI's scheme is managed by Probation's Victim Information Unit (VIU) with staff working closely with colleagues in the NIPS in a co-located team. All schemes are voluntary, so victims won't receive information about the sentence of the person who has offended unless they have registered.

The purpose of the Victim Information Schemes is to give victims information about the Criminal Justice System and key stages of the sentence of the person who has offended. Within PBNI registered victims will be provided with information on the sentence being supervised by PBNI and will receive this information in a manner which is accessible, understandable and supportive. Victims also have the opportunity to discuss their concerns about the person who has offended, be involved in direct or indirect restorative contact with the person, if they wish, and take part in the preparation of a victim report for the Parole Commissioners. Further details on all three schemes can be found on the NI Direct website.

The number of new victims registered with PBNI during 2025-26 was 335. This is a 13.4% reduction on the 2024-25 figure (387) but a 19.6% increase on the figure for 2021/22 (280).

It should be noted a change was made to the way PBNI contacts victims. Prior to the Covid-19 pandemic a letter and information leaflet providing details of the scheme were posted to the victim. During the pandemic PBNI moved to contacting victims by telephone with a letter being sent as follow-up. This approach is currently still in operation.

New victims registered with PBNI, 2021-22 to 2025-26



Financial Review

The financial results for the PBNI are set out on page 98, in the Statement of Comprehensive Net Expenditure. The deficit for the year transferred to General Fund was £26,050k (2024-25: £24,418).

Net Expenditure Review

The net expenditure of PBNI for 2025-26 is compared to the previous two financial years in the following table:

Net Expenditure Summary

	2025-26 £'000	2024-25 £'000	2023-24 £'000
Total operating income	**(2,189)**	**(1,796)**	**(1,609)**
Staff costs	20,536	19,319	18,609
Purchase of goods and services	4,045	3,871	3,559
Depreciation and Impairment charges	1,402	1,277	1,090
Provision expense	-	(39)	-
Grants	1,288	1,740	1,610
Total operating expenditure	**27,271**	**26,168**	**24,868**
Net operating expenditure	**25,082**	**24,372**	**23,259**
Finance income	(2)	(2)	(2)
Provision Finance expense	(55)	(46)	(28)
Net expenditure for the year before taxation	**25,025**	**24,324**	**23,229**

The Statement of Comprehensive Net Expenditure shows net expenditure before taxation of £25,025k (2024-25: £24,324k), which represents an increase of £701k. This is mainly due to an increase in staff costs and other operating costs, offset by a reduction in grants expenditure.

The overall Comprehensive Net Expenditure for the year is £26,050k (2024-25: £24,418k), which represents a movement of £1,632k compared to the previous year. As well as the afore mentioned movement in net costs of £701k, this is largely due to a larger actuarial loss of £1,049k on the pension provision in 2025-26 compared to £101k in 2024-25.

Summary of Actual Expenditure against Budget

For 2025-26, PBNI had a net Department Expenditure Limit (DEL) operating cost of £26,058k which represents an underspend of £62k against the net budget allocation of £26,120k. The net capital expenditure of £592k exceeded the net budget allocation of £521k by £71k. However, PBNI received approval from the DoJ for this overspend. A comparison of net DEL operating costs against budget is summarised in the following table:

Table One: Summary of Actual Expenditure against Budget

	2025-26 actual*	**2025-26 budget***	**Variance**	**Variance**
	£'000	**£'000**	**£'000**	**%**
Net Operating Costs* (excluding depreciation)	24,675	24,728	53	0.21
Depreciation*	1,383	1,392	9	0.65
Net Operating Costs*	**26,058**	**26,120**	**62**	**0.24**
Net Capital Expenditure	592	521	(71)	(13.63)
Overall Total Expenditure	**26,650**	**26,641**	**214**	**(0.00)**

*Excludes Annual Managed Expenditure (AME) costs.

A reconciliation of net expenditure from the Statement of Comprehensive Net Expenditure to DEL operating costs is set out in the table below.

Table Two: Reconciliation of Net expenditure from Statement of Comprehensive Net Expenditure to DEL Net Operating Costs

	£'000
Net Expenditure before taxation, from Statement of Comprehensive Net Expenditure	**25,025**
Exclude current service cost (AME cost)	(1,996)
Include cash payment of provision (DEL cost)	3,037
Exclude pension borrowing costs (AME cost)	78
Exclude administration costs (AME cost)	(64)
Exclude curtailment costs (AME cost)	(3)
Exclude impairment costs (AME cost)	(19)
Net Operating Costs	**26,058**

Non-current Assets

The Probation Board's non-current asset expenditure movements are detailed in notes 5 and 6 to the financial statements. PBNI currently holds total non-current assets of £3,460k at 31 March 2026 (£4,243k at 31 March 2025).

PBNI's net capital DEL expenditure in 2025-26 totalled £592k (2024-25: £980k).

Financial Position

The Probation Board's Statement of Financial Position shows net assets of £1,272k (2024-25 £932k net assets). The main reason for this difference is the reduction in non-current liabilities.

The PBNI financial position includes PBNI share of the Pensions liability relating to its membership of the Local government pension scheme. The breakdown of movement on the Defined Benefit Obligation liability is shown in the table below:

Table Three: Defined Benefit Obligation liability at 31 March 2026

	31 March 2026 £'000	31 March 2025 £'000	31 March 2024 £'000
Opening Defined Benefit Obligation	**99,772**	**115,386**	**116,015**
Interest on the obligation	5,679	5,447	5,362
Service and Administration Costs	2,060	3,293	2,416
Contributions by members	1,032	1,119	749
(Gains) / losses on settlements / curtailments	3	-	-
Actuarial loss / (gain)	2,434	(20,421)	(4,451)
Estimated benefits paid	(4,880)	(5,052)	(4,705)
Closing Defined Benefit Obligation	**106,100**	**99,772**	**115,386**

The above increase in the pension liability is offset by an increase in the value of pension scheme assets. With a restriction on the recognition of the surplus asset this has resulted in a year end net liability of £139k (2024-25: net liability of £140k). Details of all pension movements are contained in Note 10 to the accounts.

Cash Flow

The Probation Board's net increase in cash and cash equivalents in the year is £98k (2024-25 net decrease of £102k).

Prompt Payment of Suppliers

The Probation Board's policy is to pay bills from all suppliers within 10 working days following receipt of a properly rendered invoice or in accordance with contractual conditions, whichever is the earlier.

Monthly statistics are uploaded by the DoJ via Account NI. The prompt payment results for 2025-26 showed that 93.5% (95.6% for 2024-25) of invoices were paid within 10 working days following receipt of a properly rendered invoice and 98.3% (98.7% for 2024-25) of invoices were paid within 30 calendar days.

Corporate Social Responsibility

PBNI is committed to behaving ethically, to contributing to the local community and to minimising our impact on the environment, while improving the wellbeing of our workforce.

PBNI policies are screened in relation to our Section 75 obligations: Data Protection and Human Rights Legislation.

PBNI work in partnership with many organisations in the Voluntary and Community Sector, for example, through the Community Services' placements and supporting organisations by assisting their funding bids to the Asset Recovery Community Scheme (ARCS).

PBNI has a Wellbeing Working Group chaired by the Health and Safety Officer. The Wellbeing Working Group assisted in the development of the annual Wellbeing Programme for 2025-26. Wellbeing was promoted through the monthly Probation News and through wellbeing bulletins with lots of wellbeing information and resources provided to staff.

Anti-fraud and Bribery

PBNI has an Anti-Fraud and Bribery Policy. PBNI is committed to the values of probity and accountability which foster a positive organisational culture. It is also committed to the elimination of any fraud within PBNI, to the rigorous investigation of any prima facie case, and - where fraud or other criminal acts are proven - to ensure that wrongdoers are dealt with appropriately. PBNI will take proportionate steps to recover any assets lost as a result of fraud, corruption or theft. PBNI has a zero-tolerance approach towards acts of bribery and corruption by staff, associated persons and organisations.

PBNI has a Whistleblowing (raising a concern) policy in place, designed to provide employment protection for individuals raising genuine public interest concerns. The policy provides information for staff on how to raise concerns about malpractice safely, builds confidence and promotes an environment of openness and transparency.

Sustainable Development

Sustainability has become an increasingly important aspect of business, driven by environmental challenges like climate change and resource depletion. PBNI is at the early stages of its sustainability journey.

The Climate Change (Reporting Bodies) Regulations 2024 came into operation in early May 2024. The regulations require PBNI, as one of 40 larger bodies, to report on its greenhouse gas emissions and planned actions to meet the challenge of net zero emissions by 2050 through two key reports – **Mitigation** and **Adaptation**.

Climate Change Mitigation Reports

PBNIs first mitigation report was issued in October 2025. It:

- Set the baseline calculations for greenhouse gas emissions (GHG) covering the financial year beginning 1st April 2024 and ending 31st March 2025.
- Contained the amounts and sources of GHG emissions for that financial year; and
- Contained the proposals and policies for reducing emissions in the exercise of its functions, and the timescales for implementation.

Mitigation Report

As per guidance set out in the Green House Gas (GHG) Protocol, PBNI's emissions have been categorised into direct and indirect emissions. The GHG Protocol defines these as follows:

- **Direct emissions** are *"emissions from sources that are owned or controlled by the company"*; and
- **Indirect emissions** are *"emissions that are a consequence of the activities of the company but occur at sources owned or controlled by another company"*.

GHG Protocol guidance further sub-categorises direct and indirect GHG emissions into three "Scopes" as outlined in the table below.

GHG Protocol Scope 1, 2, & 3 Outline.

Category	Description
Scope 1	Direct emissions from sources owned or controlled by a company such as emissions from combustion by the company or organisation.
Scope 2	Indirect emissions from the generation of purchased energy consumed by a company or organisation.
Scope 3	All other indirect emissions that occur as a result of a company or organisation's activities but are not owned or controlled by the company or organisation.

For PBNI, Scope 1 emissions consist of emissions from natural gas consumption captured by the gas meter, fuel oil (for heating) and from diesel (used for the two PBNI vans).
For PBNI, sources of Scope 2 emissions are a result of energy consumed by its owned or controlled equipment or operations.

PBNI Baseline Emissions

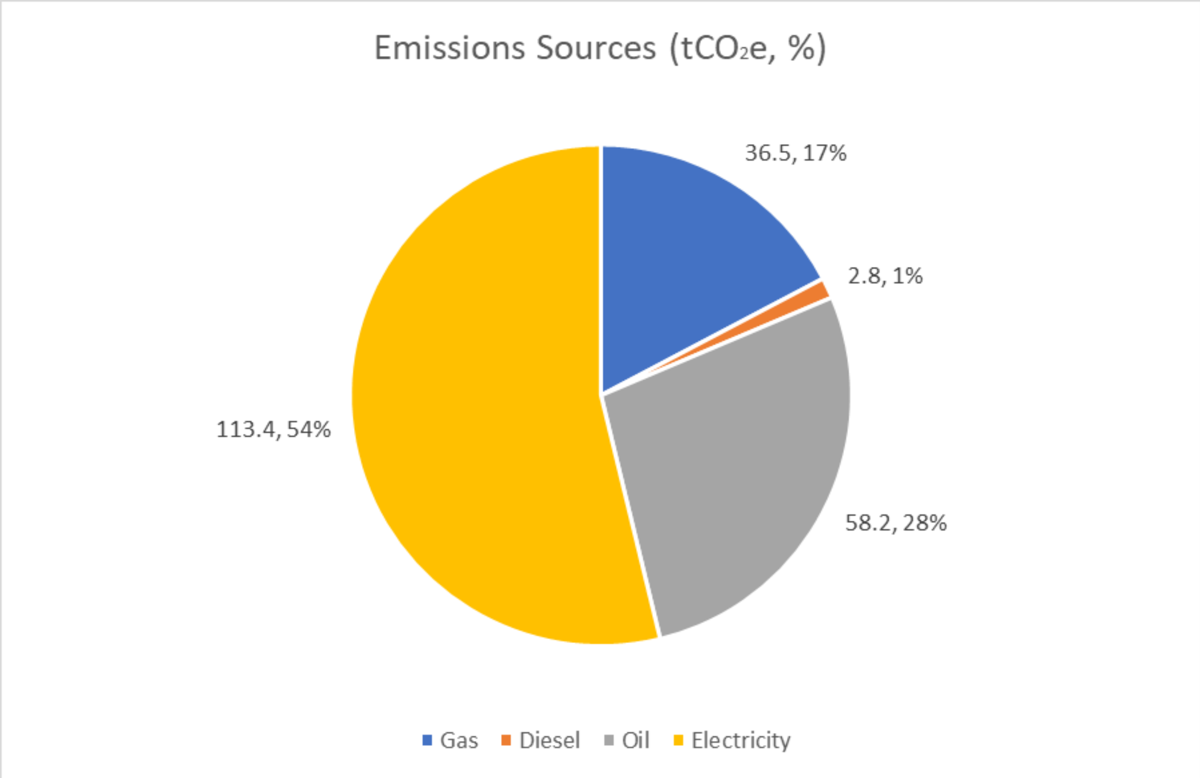
During the 2024-25 baseline year, the total scope 1 and scope 2 GHG emissions for PBNI were 210.85 tCO_2e as set out below.

PBNI's Baseline GHG Emissions for 2024-25 ($kgCO_2e$)

Scope	2024-25
Scope 1	97,424
Scope 2	113,426

During the baseline period, Scope 1 emissions, were associated with gas consumption on site, particularly in PBNI Ballymena, diesel and fuel oil used in PBNI's vehicles and space heating. Scope 2 emissions were associated with the electricity consumption on site, particularly in PBNI Headquarters.

The diagrams below show the emissions sources.



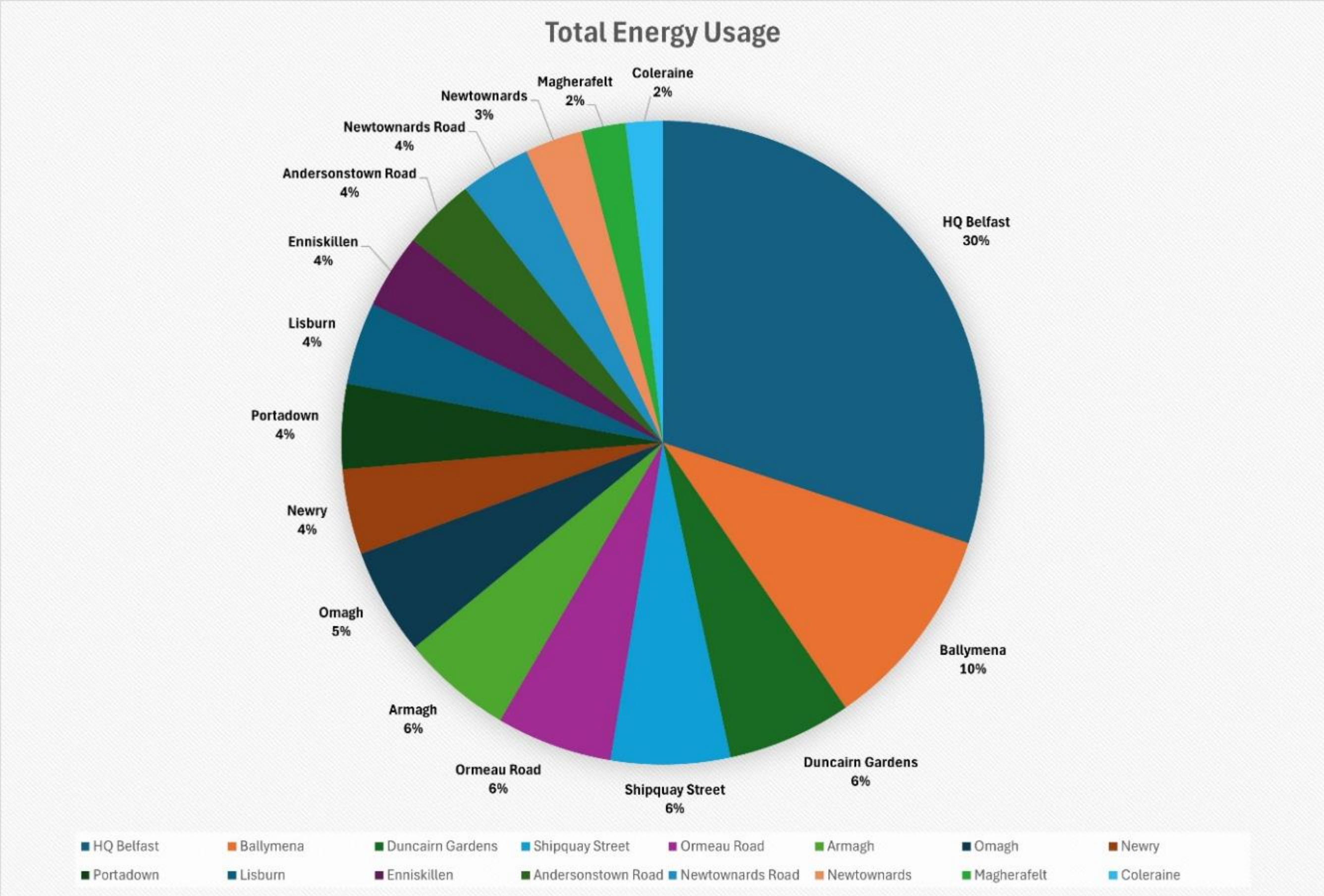
The inclusion of Scope 3 emissions involves identification of other indirect emissions from PBNI's upstream and downstream activities that are not included in Scope 1 or Scope 2. Work is ongoing to allow Scope 3 emissions to be finalised, but early indications show that around 40% of PBNI's total emissions are likely to come from scope 3 sources.

Target Reductions

We must reduce our emissions by 48% by 2030, 73% by 2040 and 99% by 2050. To help reduce our emissions from our buildings, the Estates team will commence works to reduce energy consumption by installing smart technology and replace inefficient building systems.

Item	Installation Year
Smart Heating Controls	2026-27
LED Lighting and Controls	2027-28
Building Fabric Thermal Upgrades	2028-29

Initial works will focus on the office buildings with the largest energy use to target the most impactful savings. The below chart shows PBNI's percentage energy use per office.


Total Energy Usage
HQ Belfast 30%
Ballymena 10%
Duncairn Gardens 6%
Shipquay Street 6%
Ormeau Road 6%
Armagh 6%
Omagh 5%
Newry 4%
Portadown 4%
Lisburn 4%
Enniskillen 4%
Andersonstown Road 4%
Newtownards Road 4%
Newtownards 3%
Magherafelt 2%
Coleraine 2%

Climate Change Adaptation Reports

The first adaptation report was published in March 2026 relating to the period of 4 years beginning with 1st January 2026 and included:

- an assessment of the current and predicted impact of climate change in relation to the organisation's functions; and
- the proposals and policies for adapting to climate change in the exercise of its functions, along with implementation timescales.

Climate Risk Assessment

To understand what areas of the business might be most impacted, we have looked at the current Northern Ireland context and how this has impacted PBNI.

Climate risks were measured against three factors, Hazards, Exposure and Vulnerability, as set out below.

Climate risk will impact most significantly on PBNI delivery of Community Service. Community Service teams may not be able to perform duties if weather events create significant risk.

Northern Ireland's public infrastructure i.e., energy, water, roads, and public transport all face increased future climate risks. Reliance on the public infrastructure will require PBNI to adapt the delivery of our service. E.g., increased flooding may not directly impact PBNI offices but could impact staff and service users' ability to travel and attend appointments.

Adaptation Plans

To mitigate the overall risk to PBNI, action on the following overarching themes will be required.

- Governance & Planning – PBNI to ensure internal plans such as Business Continuity covers responses to weather events. Business cases and project planning contain climate considerations.
- Accommodation – PBNI to review building requirements to deal with extreme weather while working towards using natural heating and cooling.
- Communication and Training – PBNI to increase training for staff and communicate on climate change requirements and appoint a sustainability champion.
- Operations – PBNI to review community service practices, staff working conditions and PPE requirements.

PBNI's Climate Adaptation Plan provides action against each of the operational areas identified under the climate risk assessment and a programme of work.

Sustainability Governance

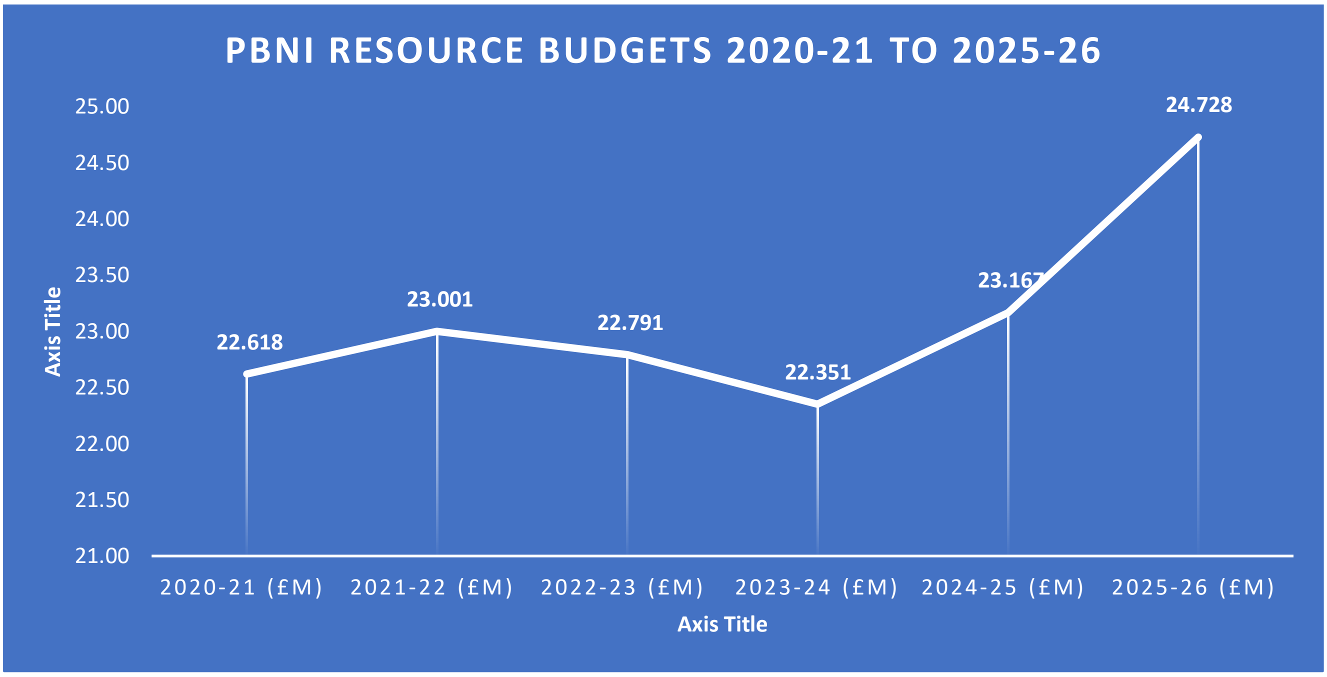
Oversight of climate related policy and procedures has been integrated within existing governance and risk management structures. During 2025-26 the PBNI Estates team has led on the introduction of the climate change reporting regulations, reporting through to the Senior Leadership Team who retain overall accountability. Sustainability has become a standing agenda item on the Corporate Resources Committee (CRC) agenda, with details of our reporting requirements, mitigation and adaptation plans reviewed and reported back to the PBNI Board. Details of progress will also be reported to PBNI Audit & Risk Assurance Committee as part of their overview of our risk and assurance framework.

The Board has appointed Mrs K Anthony as its sustainability champion and work is ongoing towards completion of a formal PBNI Sustainability Strategy and Climate Action Plan to be drafted and issued for internal consultation in 2026-27. The Plan will seek to take account of the current operational and financial constraints and provide some additional governance to the sustainability agenda. A working group with representatives from key areas of the business will agree the details required to undertake the actions and mitigate future climate risks. This group can then report to SLT via the Estates and IT subgroup and allow regular updates to CRC and the Board on progress.

To achieve our targets, we will need to work together for a sustainable future, involving collaboration across the organisation to address complex challenges of climate change by sharing knowledge, partnering on initiatives, and making sustainable lifestyle choices. Key actions will include reducing waste, conserving resources, choosing sustainable transport, and supporting businesses and policies that prioritize environmental and social well-being.

Long-term Expenditure Trends

The chart below captures the long-term summary budget profile of the PBNI non-ringfenced resource budget over the financial years 2020-21 to 2025-26.

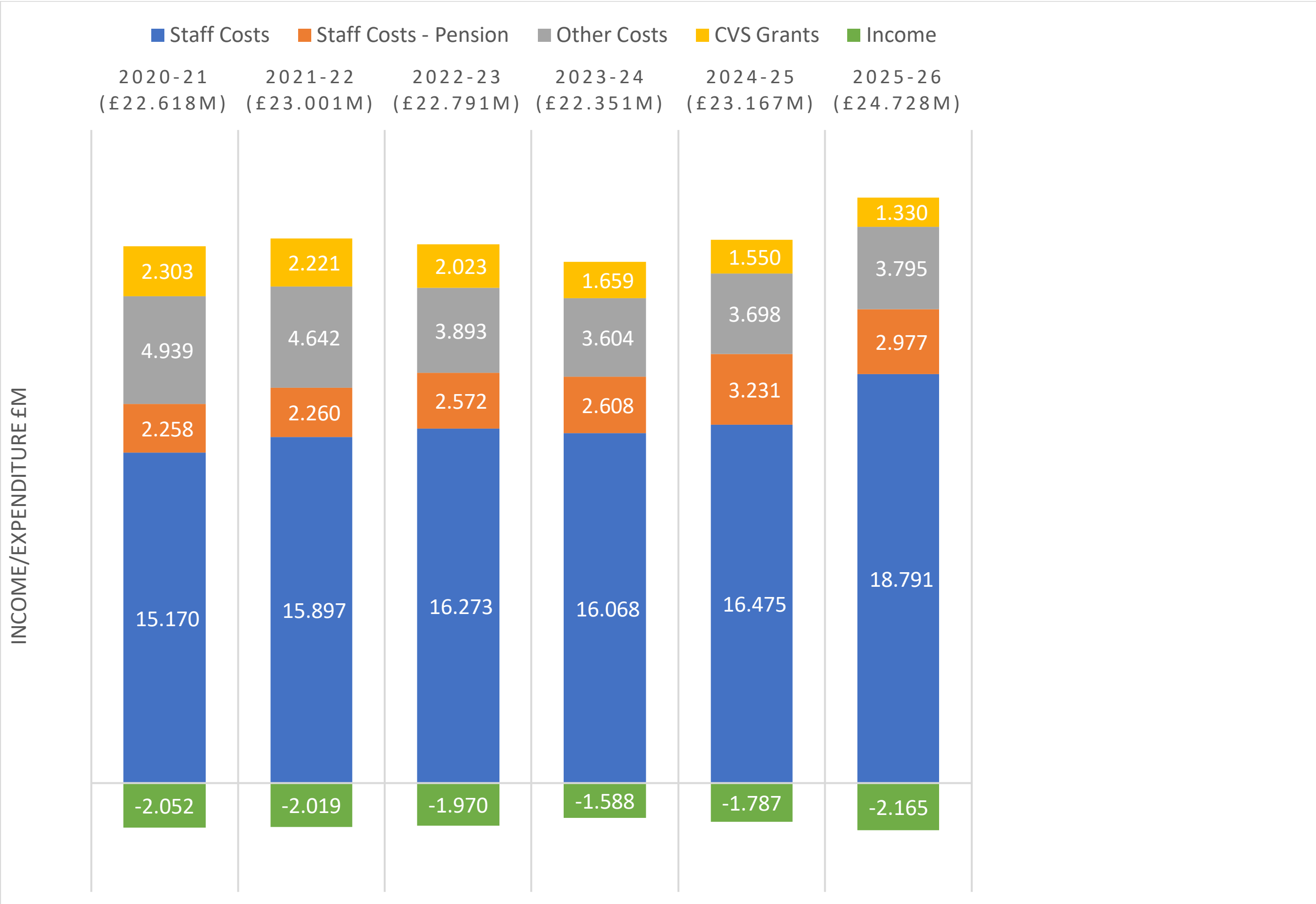


The chart above shows the final allocated non-ringfenced resource budgets for 2020-21 to 2025-26. PBNI's opening resource budget (excluding depreciation) for 2025-26 was £24,307k. Additional funding of £421k was granted in year to meet pressures. The final resource budget (excluding depreciation) was £24,728k.

The following chart shows the final PBNI non-ringfenced resource budgets for 2020-21 to 2025-26, split by the major expense headings and income.

PBNI Probation Board for Northern Ireland

PBNI Resource Budgets from 2020-21 to 2025-26



Amanda Stewart OBE

Chief Executive

24 June 2026

THE ACCOUNTABILITY REPORT

THE ACCOUNTABILITY REPORT

Overview

The Accountability section of the Annual Report outlines how the Probation Board meets its key accountability requirements to the Assembly and ensures best practice with corporate governance norms and codes. The three sub-sections within the Accountability Report are outlined below.

Corporate Governance Report

The purpose of this section is to explain the composition and organisation of the Probation Board's governance structures and how they support the achievement of its objectives.

The corporate governance report includes:

- Chief Executive's Report;
- Statement of Accounting Officer's responsibilities; and
- Governance Statement.

Remuneration and Staff Report

This section sets out the Probation Board's remuneration policy for directors, reports on how that policy has been implemented and sets out the amounts awarded to directors as salary and pension entitlements. In addition, the report provides information relating to remuneration levels for senior executives and staffing information that the Assembly and other users see as key to accountability.

Assembly Accountability and Audit Report

This section brings together the key Assembly accountability documents within the Annual Report and Accounts. It comprises:

- Regularity of expenditure;
- Assembly accountability disclosures; and
- Certificate and Report of the Comptroller and Auditor General to the Assembly.

Corporate Governance Report

Chief Executive's Report

Senior Staff

The Chief Executive is responsible for the day-to-day operation and performance of PBNI with the support of Directors and Heads of Departments.

The PBNI Senior Staff who served during the year are as follows:

Ms A Stewart OBE	Chief Executive
Ms G Montgomery	Director of Operations (Community & Courts)
Mr S Hamilton	Director of Operations (Prisons, Programmes & Public Protection)
Mrs C Sweeney*	Head of Human Resources & Organisational Development
Mr P King	Head of Finance & Estates
Mrs G McGreevy	Head of Communications & Compliance

*Mrs C Sweeney retired from PBNI on 31 May 2026

The Chief Executive is supported by the wider senior leadership team who meet monthly to address standing agenda items such as financial resourcing, operational management, health and safety and other emerging issues. The leadership team is supported by two operational sub committees- Operations; and Estates and IT.

The PBNI is governed by the Board. The Board members are appointed on a fixed term of three years with the possibility of reappointment for a further period of three years. These appointments are made by the Minister of Justice in line with the Code of Practice issued by the Commissioner for Public Appointments.

The Board

Under The Probation Board (Northern Ireland) Order 1982, the Board shall consist of a Chair, a Deputy Chair and not less than 10 or more than 18 other members. Membership at 31 March 2026 stood at 13 (Chair and 12 other members).

Details of Board members during 2025-26 are as follows:

The 14th Board Term of Office (from 1 March 2025)

Ms K Anthony MBE	Member
Mr D Bowden	Member
Ms M Brunt	Member
Mr K Cameron	Member
Mr G Houston	Board Chair
Ms D Hunt	Member
Mr B Ingram OBE	Member
Mr J Johnston CBE	Member
Ms C Keatinge*	Member
Mr M Mawhinney	Member
Ms G McKeown	Member
Ms B Mongan OBE	Deputy Chair
Ms E Patterson	Member
Dr B Payne**	Member

*Ms Keatinge until 21 August 2025.

** Dr Payne from 22 January 2026.

The Board's Audit and Risk Assurance Committee

The members of the current Audit and Risk Assurance Committee during 2025-26 are as follows:

Mr B Ingram	Chair
Ms E Patterson	Member
Mrs M Brunt	Member
Mr D Bowden	Member
Mr Chris Dorian	Member co-opted

Other attendees of the meetings included representatives from Internal Audit, External Audit and the Department of Justice as well as the Chief Executive of Probation, the Directors of Operations, the Head of Finance, Head of Communications and the Board Secretary.

Registers of Interests

In accordance with the Probation Board's Code of Practice for members, a Register of members' Interests and a Register of Senior Management Interests are maintained for Board members and Senior Management respectively. The Registers are available for inspection on the Probation Board's website, and they are reviewed regularly. Note 16 to the Accounts provides details of any relevant related party transactions.

Complaints

As a public service, the Probation Board seeks to undertake its role and responsibilities in an open and transparent manner. Should there be occasions when someone wishes to express their dissatisfaction with the way the organisation has dealt with a particular matter, the PBNI Complaints Policy and supporting procedures can be used.

If a complainant remains dissatisfied at the end of the internal Complaints Procedure, they may refer the matter to the Northern Ireland Public Services Ombudsman for independent consideration.

Complaints received by PBNI in this financial year were primarily in respect of issues pertaining to staff attitude, practice issues, communication issues and a lack of support. We received correspondence from the Northern Ireland Public Services Ombudsman in respect of two cases which were dealt with, without a full investigation.

During 2025-26 we dealt with 46 complaints, which is a slight increase in the previous year's figures (2024-25, 42 complaints). The majority of complaints received were dealt with at stage 1. Two complaints proceeded to stage 2 of the complaint process. One part of one of these complaints was partially upheld.

PBNI attended a workshop organised by the Northern Ireland Public Services Ombudsman in respect of introducing a new Model Complaints Handling Scheme for Government Departments and ALBs. This new scheme will be developed and implemented in PBNI in the coming financial year.

There were no whistleblowing/concern incidents reported in this financial year.

The Head of Communications reports to Board and ARAC on complaints and concerns on a quarterly basis.

Personal Data Related Incidents 25-26

The Probation Board continues to monitor and assess its information risks, in order to identify and address any weaknesses and ensure continuous improvement of its systems. Security of data and incident management is a critical activity for the Board. The Head of Communications reports to Board and ARAC about any data incidents. There was a total of 33 data incidents in 2025-26. This is an increase from 22 in the previous year. No incidents required reporting to the ICO. The majority were assessed as low level.

The Senior Information Risk Owner is the Chief Executive, Amanda Stewart OBE, who is responsible for providing the focus for the management of information risk. The SIRO is responsible for providing assurance that information risk is being managed appropriately and effectively across the organisation. Assistant Directors and Heads of Department across the organisation are Information Asset Owners who understand the information held across each of their business areas. PBNI holds an Information Asset Register and Information Asset Owners are regularly trained and responsible for updating the register. A training and awareness session on the role and responsibilities of Information Asset Owners was held in February 2026.

In 2025-26 there were 68 subject access requests and FOIs responded to by PBNI. This is a decrease from 113 recorded in the previous year. In 2025 we approved a revised Freedom of Information Policy and Procedures.

We continue to provide mandatory data protection training for all staff and offer one-to-one training for new staff. We carried out health checks in two PBNI operational business areas and made a small number of recommendations for improvements. Certified Data Protection Officer Training was completed by Compliance staff.

STATEMENT OF ACCOUNTING OFFICER'S RESPONSIBILITIES

Under paragraph 2 of Schedule 3 to the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010, the Board has directed PBNI to prepare for each financial year, a statement of accounts in the form and on the basis determined by the Department of Justice with the approval of the Department of Finance. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of PBNI and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the accounts direction issued by the Department of Finance including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on the going concern basis; and
- confirm that the Annual Report and Accounts as a whole are fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer of the DoJ has designated the Chief Executive as the Accounting Officer for the PBNI. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Probation Board for Northern Ireland's assets, are set out in Managing Public Money Northern Ireland.

As the Accounting Officer, I have taken all steps that I ought to have taken to make myself aware of any relevant audit information and to establish that PBNI's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

GOVERNANCE STATEMENT

Scope of Responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of governance and internal control to support the achievement of the Probation Board's policies, aims and objectives as set out in our Corporate Plan and associated annual Business Plans, whilst safeguarding the public funds and assets for which I am directly responsible. This is carried out in accordance with the responsibilities assigned to me in Managing Public Money Northern Ireland.

The Probation Board is a Non-Departmental Public Body sponsored by the Department of Justice; its statutory responsibilities are set out in the Probation Board (NI) Order 1982.

More recent legislation outlining Board responsibilities include the Criminal Justice (Northern Ireland) Orders 1996, 2005 and 2008, while the requirements of PBNI as a designated organisation of Policing and Community Safety Partnerships are contained in the Justice Act (Northern Ireland) 2011.

The Probation Board plays an important role at each of the key stages of the criminal justice process at court, in custody, in the community and with victims of crime. As an integral, effective part of the Criminal Justice System, the Probation Board helps to reduce levels of offending, prevent further victims of crime and also contributes to increasing community confidence in the Northern Ireland Criminal Justice System.

The work of PBNI is often complex, but can be summarised under five core elements:

- Ensuring sentence compliance
- Rehabilitation - challenging offending behaviours
- Reducing reoffending – by minimising harm
- Resettlement through promoting responsible citizenship
- Providing support to people who have offended: all Probation Officers are professionally qualified social workers.

In addition to its core responsibilities, PBNI continued to deliver Enhanced Combination Orders; Young Men's Project - Aspire and a bespoke project for women – Engage, Substance Mis-Use Court and Domestic Violence Non-adjudicated programme. All the work conducted by PBNI seeks to reduce offending and make communities safer.

Purpose of the Governance Framework

The Probation Board's governance framework sets out the arrangements for how the organisation is directed and controlled (incorporating behaviours, values, systems and processes) and how its responsibilities are discharged. It enables the setting of corporate objectives, the efficient deployment of resources towards the delivery of these priorities and monitoring of organisational performance. This governance framework is designed to manage risk to a reasonable level, rather than eliminate all risk of failure to achieve policies, aims and objectives; therefore, it can only provide reasonable, not absolute assurance of effectiveness.

The Governance Framework

(i) Sponsorship Arrangements

Within the Department of Justice, the Safer Communities Directorate is the Sponsoring Branch for PBNI. The Branch, in consultation as necessary with the Departmental Accounting Officer, is the primary source of advice and point of contact for PBNI. The Sponsoring Branch monitors PBNI's activities on a continuing basis through an adequate and timely flow of information from PBNI on performance, budgeting, control and risk management. The Sponsor Branch in turn keeps PBNI informed of relevant Executive/Government policy, advising on interpretation and issuing specific guidance as necessary.

Twice a year, departmental officials meet with PBNI CEO and Head of Finance & Estates to review performance. The Board Chair meets with the Minister of Justice (or the Permanent Secretary if no Minister in place) to discuss PBNI performance on an annual basis.

A Partnership agreement between the Probation Board and Department of Justice is in place which explains the overall governance framework within which PBNI operates, including the framework through which the necessary assurances are provided to stakeholders. Roles/responsibilities of partners within the overall governance framework are also outlined.

The partnership is based on a mutual understanding of strategic aims and objectives; clear accountability; and a recognition of the distinct roles each party contributes. The agreement sets out

- PBNI's overall purpose, objectives and targets in support of the DoJ's wider strategic aim(s);
- The rules and guidelines relevant to the exercise of PBNI's functions, duties and powers;
- The conditions under which any public funds are paid to PBNI;
- How PBNI is to be held to account for its performance; and
- Agreement of annual engagement plan centred on partnership working, understanding of shared risks and working together on business developments that align with policy objectives.

(ii) The Board

The Probation Board for Northern Ireland is governed by Board members. The Board members are appointed on a fixed term of three years with the possibility of reappointment for a further period of three years. These appointments are usually made by the Minister of Justice in line with the Code of Practice issued by the Commissioner for Public Appointments.

The purpose of PBNI's Board is to provide effective leadership and strategic direction to the organisation and to ensure that the policies and priorities set by the Minister of Justice are implemented. It is responsible for ensuring that the organisation has effective and proportionate governance arrangements in place and an internal control framework which allow risks to be effectively identified and managed. The Board will set the culture and values of the organisation and set the tone for the organisation's engagement with stakeholders and customers.

The Partnership agreement requires all Board members to:

- act solely in the interests of PBNI and not use the Board as a platform to champion their own interests or pursue personal agendas.

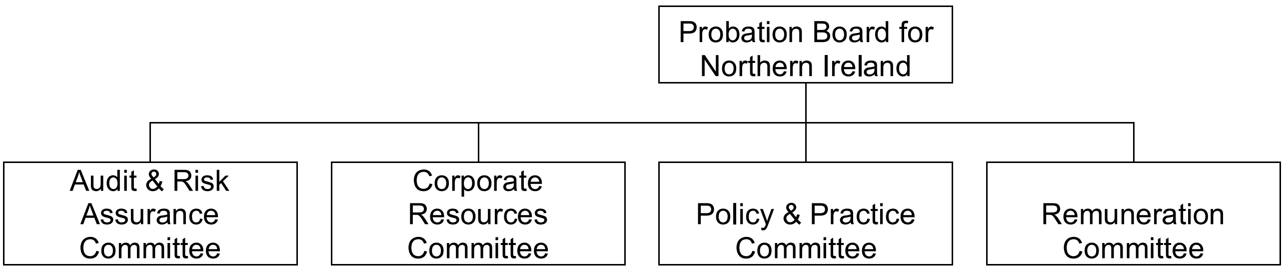
With regard to possible conflicts of interest, Board members annually complete a Register of Interests as set out on page 57. At the preliminary stages of each Board and Committee meeting, Members are also asked whether they have any conflicts of interest to declare, and this is recorded in the minutes.

Members each have a corporate and collective responsibility to ensure that the Board properly discharges its functions. In doing so, each member is required to spend a minimum of 2 days per month on PBNI matters. Members are required to perform a representative role on behalf of the Board at meetings and events and attend PBNI meetings and meetings of those committees to which they have been allocated.

The Board meets to discuss and oversee matters of strategic significance, as set out in the Standing Orders. Each meeting was quorate and the table on page 66 provides details of the number of meetings attended by respective Board members in the course of the year.

There are three committees of the Board; the Audit and Risk Assurance Committee, the Corporate Resources Committee and the Policy and Practice Committee. The Board's Standing Orders also provide for a Remuneration Committee and an Emergency Committee. Meetings of each are convened as required.

PBNI Governance Structure



(iii) Audit and Risk Assurance Committee

In accordance with the Partnership Agreement, PBNI has established an Audit and Risk Assurance Committee independent of the organisation's structure. The Department of Justice and representatives from both PBNI Internal and External Auditors attend the Committee's meetings. The responsibilities of the Audit and Risk Assurance Committee include:

- Advising the Board and Accounting Officer on the effectiveness of the risk management, control and governance arrangements;
- Review of the adequacy of the structures, processes and responsibilities for identifying and managing key risks facing the organisation;
- Review of the Annual Report and Statutory Accounts including the Governance Statement before submission to the Board;
- Review of the planned activity and reports from the Internal and External auditors;
- Review of the adequacy of the policies for ensuring that there is compliance with relevant regulatory, legal and code of conduct requirements as issued by the sponsoring department and Government departments; and
- Monitoring of the implementation of agreed audit-based recommendations.

(iv) Corporate Resources Committee

The purpose of the Committee is to provide assurance that the appropriate arrangements in respect of Financial Management, Human Resources, Estates Management and Information Technology are in place for the delivery of the Board's strategic objectives, as set out in the Corporate Plan 2023-26. The Committee sat four times during the year.

(v) Policy and Practice Committee.

The purpose of the Committee is to provide assurance that PBNI has the appropriate policies in place, aligned with best practice exercised by the professional staff, to meet the strategic priorities, as set out in the Corporate Plan 2023-26. The Committee sat four times during the year.

(vi) Remuneration Committee

Met on one occasion during the 2025-26 year.

The Remuneration Committee consisting of the Board Chair, Board Deputy Chair and the Chairs of the Corporate Resources, Policy and Practice and Audit and Risk Assurance Committees and other members as the Board may appoint. The role of the Remuneration Committee is to assist in assessing the performance of the Chief Executive and to deal with any performance pay issues at Director level and consider matters relating to the corporate terms and conditions of service, as judged necessary.

Membership of the Remuneration Committee 2025-26:

Name	Surname
Glenn	Houston
Bria	Mongan
Maynard	Mawhinney
Brian	Ingram

(vii) Emergency Committee

The Board's Emergency Committee was not required during the year.

(viii) Special Board Meeting

There was one Special Board meeting held on 19 March 2026

(ix) The attendance of Board members at the Board and PBNI Committee meetings during the reporting period is provided in the table below.

Name	Surname	Board Attendance	Audit & Risk Assurance Attendance	Corporate Resources Attendance	Policy and Practice Attendance
Ms K	Anthony	5/7		3/4	1/4***
Mr D	Bowden	6/7	5/5		
Ms M	Brunt	7/7	5/5		
Mr K	Cameron	7/7			3/4
Mr G	Houston	7/7	1/5***	1/4***	1/4 ***
Ms D	Hunt	7/7		4/4	
Mr B	Ingram	7/7	5/5		1/4***
Ms J	Johnston	5/7		3/4	
Ms C	Keatinge*	2/7			1/4
Mr M	Mawhinney	6/7		4/4	
Ms G	McKeown	6/7			3/4

Ms B	Mongan	7/7			4/4
Ms E	Patterson	6/7	4/5		
Dr B	Payne	1/7			1/4

*Ms Keatinge until 21 August 2025

** Dr Payne from 22 January 2026
*** Attended as an ex-officio member

(x) The Accounting Officer

As the Chief Executive of PBNI, I am designated as PBNI's Accounting Officer by the departmental Accounting Officer of the DoJ. As Accounting Officer, I am personally responsible for safeguarding the public funds for which I have charge; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of PBNI.

As Accounting Officer, my principal responsibilities are to ensure that the Probation Board and its Committees are fully supported in developing and promoting a programme of work consistent with its founding legislation; the Northern Ireland Executive's Programme for Government and the Northern Ireland Executive's Programme for Tackling Paramilitary Activity and Organised Crime.

On a six-monthly basis, I, as Accounting Officer, provide stewardship statements to the Department of Justice Accounting Officer, based on receipt of appropriate assurance from the Directors and Heads of Departments.

(xi) Internal Audit Arrangements

DoJ's Internal Audit provided the internal audit services within PBNI. The Audit & Risk Assurance Committee, on behalf of the Board, receives internal audit reports and approves management responses to recommendations arising from such reports.

There is a Service Level Agreement in place between DoJ Internal Audit and PBNI, which the heads of both organisations have signed. It sets out the terms of the internal audit service. Three reviews were carried out by internal audit during 2025-26 on; Monitoring and Management of Service Users in the Community, Creditors' Payments and Case Management IT system. The reviews provided useful oversight and assurance of the operational, corporate and financial areas of the business.

(xii) External Audit Arrangements

The Northern Ireland Audit Office (NIAO) is the Probation Board's external auditor. The NIAO does not provide any other non- audit services.

(xiii) Criminal Justice Inspection Northern Ireland (CJINI)

The range of statutory functions and performance of Probation Board is subject to independent inspection by Criminal Justice Inspection Northern Ireland. PBNI fully participates in both organisation specific and thematic reviews to transparently account for its performance.

Risk Management and Internal Control

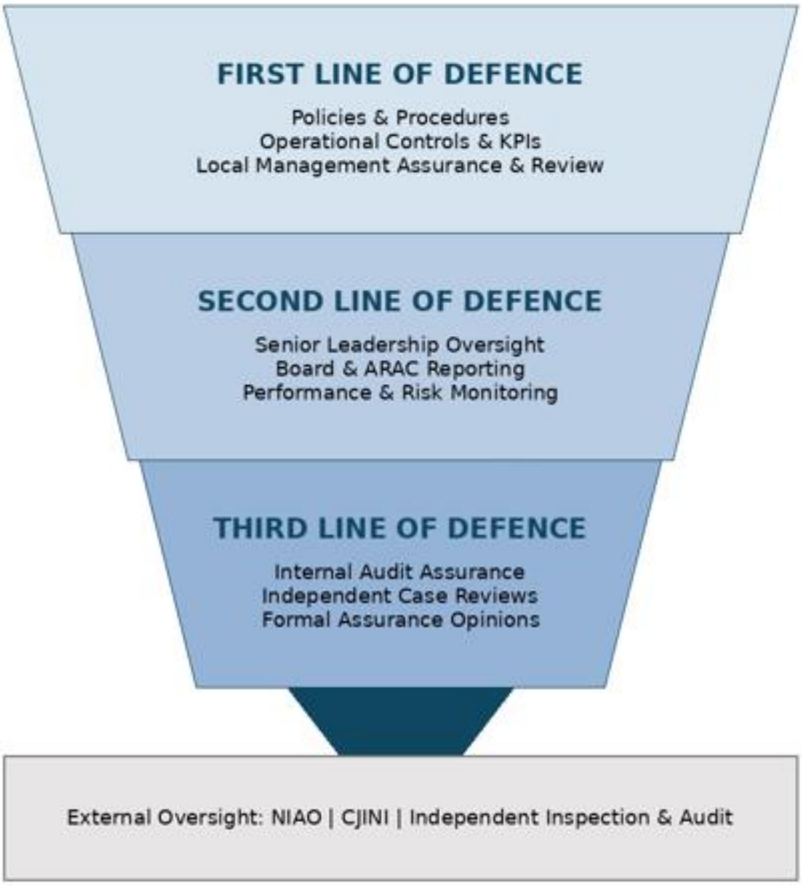
As Accounting Officer, I ensure that the Probation Board manages risk at all levels in the organisation. PBNI has a Risk Management Framework and Guidance in place which is available on PBNI's Intranet, making it readily available to all staff. This document outlines PBNI's approach to identifying and managing risks which threaten the achievement of the organisation's objectives. It also highlights the roles and responsibilities of the Board and staff in managing risks. PBNI's approach to risk management is governed by other formal documents such as the Partnership Agreement, as well as Dear Accounting Officer letters issued by the DoF.

The Strategic Risk Register was reviewed and updated by senior management on a quarterly basis. These updates were then considered by the Board's Audit and Risk Assurance Committee before being recommended to the Board of PBNI for final approval on a quarterly basis. Further details on the principal risks are set out on page 16.

PBNI Senior Leadership team reviews PBNI's Strategic Risk Register quarterly, considers escalation / de-escalation of risks between the departmental and strategic risk registers and conducts 'horizon scanning' for emerging risks.

The risk and assurance framework aims to provide the Board and myself as Accounting Officer with an appropriate level of comfort that we are managing risks effectively and that a sound system of internal control is in place.

Assurance is gained from evidence available regarding the effectiveness of each control considering whether or not the control is in place and operating effectively. Assurance may come from a variety of sources including management reports, Internal and External Audit and external assessment such as a CJINI reviews. The framework identifies the active assurance (that which is currently in place) and gaps in assurance (not in place or are not planned). Sources of assurance are considered against the 'Three lines' model along with external oversight.



Review of the Effectiveness of the Governance Framework

(i) Provision of information and data to the Board

Board Meeting agendas and papers are circulated a week in advance to provide sufficient time and evidence for sound decision-making. Agendas are planned, as set out in the Standing Orders, on the basis of an annual Board Work plan, to ensure that all areas of the Board's responsibilities are examined during the year. Board Meetings include consideration of the following standing agenda items:

- Chair's report, to include Chair's engagements;
- Chief Executive's report, to include engagements and key issues;
- Committee Reports (where applicable);
- Monthly Financial Outturn;

- Management Information, including workforce information, caseload statistics, sick absence and updates on IT and communications; and
- Policy Development and Reviews.

The quality of information issued to the Board is kept under review to ensure that the Board's discussions and decisions are effective. All documents for meetings are held and distributed electronically to members and service officials.

Audit and Risk Assurance Committee (ARAC) standing agenda items include:

- Review of the Strategic Risk Register;
- Review of Internal Audit Reports;
- Audit Control Log/Internal Audit/CJINI/NIAO Recommendations;
- CJINI Inspection Reports;
- DoF Circulars, Dear Accounting Officer (DAO) and Dear Finance Director (DFD) letters; and
- Fraud Update.

(ii) Board Effectiveness

The Board was reconstituted in March 2025 and members, chairs and vice-chairs appointed to each of the 3 Standing Committees. For the Board to perform effectively it was necessary to ensure that the members had the knowledge, information, and skills that they needed. A programme of induction and Board development was put in place to support this involving site visits, presentations from staff and key partners, training and a number of Board Workshops.

One of the key tasks for the Board during the autumn and winter was to develop the new Corporate Plan 2026-29. An extensive consultation programme was undertaken to ensure the Board generated a Plan that was stretching but realistic.

The Audit and Risk Assurance undertook a Standards Deviations Deep Dive highlighting minimal practice-based concerns which provided reassurance for the Board. The Corporate Resources Committee continued to review the management of sick absence and the support services available to staff. The Policy and Practice Committee closely monitored the

Programmes Review and scrutinised several Strategies and Policies prior to recommending approval by the Board.

During the year the Board was also represented on the Probation Accommodation Working Group. The Committee Chairs' Working Group focused on the development of the Corporate Plan 2026-29 and participated in an independently facilitated Criminal Justice Vision focus group organised through the Department of Justice.

A Board Effectiveness survey was also undertaken for this period and results overall were very positive. Generally, Members agreed that the Board displayed a good level of governance throughout the year and that a strong relationship has been developed between the Board and Senior Management. Areas for attention include further engagement with stakeholders and sponsor colleagues; lived experience perspectives to further enhance the Board's insight in future; and the scope to further improve management information to support scrutiny. These will be taken forward in the next year.

(iii) Compliance with the Corporate Governance Code of Good Practice

In accordance with the Corporate Governance Code of Good Practice, a partnership agreement is in place between the Department of Justice and PBNI, which sets out the framework within which PBNI operates. The Board's Code of Conduct for Members was updated in December 2022 in line with the Code of Conduct for Board Members of Public Bodies from the Department of Finance.

(iv) Ministerial Directions

There were no Ministerial Directions sought or issued during 2025-26.

(v) Highlights of the PBNI Board and Committee Reports

The standing agenda items for PBNI Board meetings have been listed above. In addition, the following work was completed.

Policies Approved in the 2025-2026 year.

- Disability and Equality Action Plan
- Women's Strategy

- Disciplinary Policy
- Service User Involvement Strategy
- Job Evaluation Policy and Procedures

Quarterly / Annual Reports - Approved in the 2025 - 2026 year.

- Strategic Risk Register Q1 2025-26
- End of Year Business Plan Performance 2025-26
- Annual Report & Accounts 2024-25
- Strategic Risk Register Q2 2025-26
- Strategic Risk Register Q3 2025-26
- Q1 Business Plan Performance 2025-26
- Annual Equality Progress Report 2024-25
- Serious Further Offences Annual Report 2024-25
- Q2 Business Plan Performance 2025-26
- Strategic Risk Register Q4 2025-26
- Q3 Business Plan Performance 2025-26
- Annual Business Plan 2026-27

Quarterly / Annual Reports – Noted in the 2025 – 2026 year.

- End of Year Stewardship Statement
- Pension Valuations and Assumptions
- PBNI Internal Audit Plan 2025-26
- End of Year Caseload 2024-25
- Report to Those Charged with Governance

- Annual Report and Accounts 2024-25
- Deaths Under Supervision Annual Report 2024-25
- Report to Those Charged with Governance – Final
- Caseload Statistics Q1 & Q2

Items also approved by the Board

- PBNI Standing Orders
- PBNI Scheme of Delegation and Powers
- Committee Membership and Committee Chairs
- Board Risk Appetite
- Allocated Budget 2025-26
- Review of Programmes' Terms of Reference
- Corporate Plan 2026-29 Consultation Document
- Remuneration Committee ToR
- Sustainability Plan
- Disposal of Alderwood
- New Initiatives Position Paper
- PBNI's Role in Diversionary Referrals as part of the DoJ Adult Restorative Justice Strategy
- Corporate Plan 2026-29
- Purchase of Property Adjacent to Armagh PBNI Office

Board-Led Workshops

- Corporate Planning 2026-29 – attended by Board Members, representatives from the Unions, NI Prison Service, Criminal Justice Inspectorate NI, Department of Justice and Victims of Crime Commissioner's office.
- PBNI Work in Prisons – attended by Board Members, PBNI Prison staff and a representative from Parole Commissioners NI.
- Strategic Priorities / Annual Business Plan 2026/27 – attended by Board Members and Senior Management.

Presentations

There were three internal presentations to the Board in the 2025-26 year which included: Public Protection Arrangements; PBNI Estates and Sustainability Plan; and Serious Further Offences (SFOs), Practice Standards and Deviations.

Achievements

During the year 2025-26, PBNI received satisfactory assurance on all three scheduled internal audit reports. PBNI is working towards implementing all the recommendations from these reports.

Significant Internal Control Issues

Effective governance arrangements and oversight are maintained to ensure appropriate and timely responses to such issues that arise.

Internal Auditor Statement on Assurance

In their Annual Assurance Report, the Probation Board's Internal Auditors reported that, on the basis of findings from work undertaken in 2025-26 and in previous years, the risk management, internal control and governance arrangements within PBNI are "satisfactory".

Accounting Officer Statement on Assurance

This Governance Statement has been reviewed and accepted by both the Audit and Risk Assurance Committee and the Board. I can provide satisfactory assurance on the effectiveness of the Probation Board's internal control environment. I confirm that an action plan to ensure continuous improvement to the systems is ongoing. It is evidenced by the programme of work undertaken by the Audit and Risk Management Group, the Senior Leadership Team and the Audit and Risk Assurance Committee and this work will continue in 2026-27.

REMUNERATION AND STAFF REPORT

REMUNERATION REPORT

Remuneration Policy

Board Members

The Chair and other members of the Board are appointed by the Minister of Justice, in line with the Commissioner for Public Appointments “Guidance on Appointments to Public Bodies”. The DoJ determines the emoluments of the Chair and members.

Senior Executives

The PBNI pay structure utilises the National Joint Council (NJC) and Joint National Council (JNC) pay points. The evaluation and grading of roles utilises the Greater London Provincial Council Job Evaluation Scheme (GLPC Scheme) and its aligned scheme, the Greater London Employers Association (GLEA), to determine the appropriate salary band for each post.

Service Contracts

Appointments in the Probation Board are made in accordance with the Probation Board’s Equal Opportunities Policy and with reference to the Equality Commission’s Advice and Guidance. Unless otherwise stated, the officials covered by this report hold appointments which are open ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the relevant Probation Board policies.

Board Remuneration Committee

The Board has established a Remuneration Committee consisting of the Board Chair, Deputy Chair, the Chairs of the Corporate Resources, Policy and Practice and Audit & Risk Assurance Committees and other members as the Board may appoint. The role of the Remuneration Committee is to assist in assessing the performance of the Chief Executive and to deal with any performance pay issues at Director level and some other HR issues.

Salary and Pension Entitlements

The following sections provide details of the remuneration and pension interests of the most senior management of the Probation Board.

Remuneration – Senior Executives [AUDITED INFORMATION]

Name & Post	Salary (£'000)		Benefits in Kind (to nearest £100)		Pension Benefits (to nearest £1,000)		Total £'000	
	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25
Ms A Stewart OBE *Chief Executive*	100-105	95-100	-	100	31	40	130-135	135-140
Ms G Montgomery *Director of Operations*	90-95	85-90	-	100	46	108	135-140	190-195
Mr S Hamilton *Director of Operations*	90-95	85-90	-	100	47	106	135-140	190-195
Ms C Sweeney *Head of Human Resources*	70-75	65-70	-	-	29	90	100-105	155-160
Mr P King *Head of Finance*	70-75	65-70	-	-	22	28	95-100	95-100
Mrs G McGreevy *Head of Communications*	75-80	70-75	-	100	17	61	90-95	130-135

Salary

This report is based on accrued salary payments made by PBNI and thus recorded in these accounts. ‘Salary’ includes gross salary; overtime; recruitment and retention allowances and any other allowance to the extent that it is subject to UK taxation and any severance or ex gratia payments.

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by His Majesty’s Revenue and Customs (HMRC) as a taxable emolument. Mileage expenses paid to senior managers in the Probation Board are in line with National Negotiating

Council for the Probation Service terms and conditions. These are higher than the amount allowable for tax (45p per mile) and were previously reported to HMRC as a taxable emolument via P11D. From April 2025, the taxable element of mileage claims was paid via salaries and has been included in the salary figures for 2025-26 in the above table.

Pension Benefits

The value of pension benefits accrued during the year is calculated as the real increase in pension multiplied by 20, plus the real increase in any lump sum, less the contributions made by the individual. The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

Board Members Remuneration and Expenses

The Chair and Board members receive remuneration and expenses. The Board members are appointed for a fixed term of 3 years. The Chair's remuneration is £33,010 per annum payable at a monthly rate of £2,750.83. Board members receive remuneration of £5,050 per annum payable at a monthly rate of £420.83. The Chair and the Board members are not members of the Probation Board's pension scheme.

Full details of Board members' remuneration and expenses are in the following table.

[AUDITED INFORMATION]

Name	Role	£'000
Ms M Brunt	Member	5-10
Mr B Ingram OBE	Member	5-10
Mr J Johnston CBE	Member	5-10
Ms B Mongan OBE	Deputy Chair	5-10
Ms E Patterson	Member	5-10
Mrs K Anthony	Member	5-10
Mr D Bowden	Member	5-10
Mr K Cameron	Member	5-10
Mr G Houston	Board Chair	30-35
Ms D Hunt	Member	5-10

Ms C Keatinge*	Member (until 21/08/2025)	0-5 5-10 full year equivalent
Mr M Mawhinney	Member	5-10
Ms G McKeown	Member	5-10
Dr B Payne	Member (From 27/01/2026)	0-5 5-10 full year equivalent

The above figures include home to office mileage payments which are taxed at source.

Fair Pay Disclosure [AUDITED INFORMATION]

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the remuneration of the organisation's workforce. The next table sets out the details:

	2025-26	**2024-25**
Band of the Highest Paid Director Remuneration	£100,000-105,000	£95,000-£100,000
Median		
Total Pay and Benefits	£40,777	£38,626
Ratio*	2.51	2.52
25th Quartile		
Total Remuneration	£36,363	£32,115
Ratio*	2.82	3.04
75th Quartile		
Total Pay & Benefits	£45,091	£43,693
Ratio*	2.27	2.23

*Calculated using midpoint of £5k disclosure band for highest paid Director's remuneration

The ratios have remained broadly consistent from 2024-25 with standard pay revalorisation and incremental progression applied for all staff in year. PBNI believes that the median pay ratio for 2025-26 is consistent with the pay, reward and progression policies for the entity's employees taken as a whole.

The salary and allowances of the highest paid director have increased in 2025-26 by 5.12% (11.4%: 2024-25). There were no performance related payments made in 2025-26 (Nil: 2024-

25). The average salary and allowances for the PBNI workforce has increased by 7.2% in 2025-26 (14.4% increase in 2024-25) owing to the pay revalorisation and incremental progression on the new pay framework.

In 2025-26, no employees received remuneration more than the highest paid director (Nil: 2024-25). Remuneration ranged from £26,000 to £102,500 (2023-24: £23,000 to £97,500).

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Pension Benefits – Senior Executives [AUDITED INFORMATION]

Name & Title	**Accrued pension at pension age as at 31/3/26 and related lump sum £'000**	**Real increase in pension and related lump sum at pension age £'000**	**CETV at 31/03/26 £'000**	**CETV at 31/03/25 £'000**	**Real increase in CETV £'000**
Ms A Stewart OBE Chief Executive	5-10	0-2.5	141	106	22
Ms G Montgomery *Director of Operations*	30-35 plus lump sum of 15-20	2.5-5 plus lump sum of 0-2.5	516	455	36
Mr S Hamilton *Director of Operations*	35-40 plus lump sum of 20-25	2.5-5 plus lump sum of 0-2.5	579	511	41
Mrs C Sweeney *Head of Human Resources*	30-35 plus lump sum of 30-35	0-2.5 plus lump sum of 0-2.5	659	600	30
Mr P King *Head of Finance*	5-10	0-2.5	79	59	12
Mrs G McGreevy *Head of Communications*	30-35	0-2.5	479	439	17

Pensions

The Probation Board is an Employing Authority within the scheme provided by the Local Government Pension Scheme (NI). Membership of the scheme is optional for employees, but in practice almost all staff opt into this pension provision arrangement.

All PBNI staff contribute a % of remuneration, dependent on the level of that pensionable remuneration. The bandings for 2025-26 were as follows:

Contribution Rates

Band Range	Contribution Rate
£0 to £18,300	5.5%
£18,301 to £28,100	5.8%
£28,101 to £47,000	6.5%
£47,001 to £57,200	6.8%
£57,201 to £113,500	8.5%
More than £113,501	10.5%

The employer's contribution is determined by the Committee's Actuary every three years and for 2025-26 year was 19.0% of remuneration.

Pension benefits are provided through the Local Government Pension Scheme (NI). This is a committee-based scheme open to all permanent and temporary staff aged over 16 and provides benefits on a career average revalued earnings basis. Prior to 1 April 2015, pension benefits were provided on a final salary basis. Any membership built up to 31 March 2009 will provide an annual pension based on 1/80th of the final year's pensionable pay and an automatic tax-free lump sum of three times the pension. Membership built up after 31 March 2009 but before 31 March 2015 will provide an annual pension based on 1/60th of the final year's pay. There is still the option to convert annual pension to lump sum subject to HMRC limits.
Membership built up from 1 April 2015 will provide an annual pension based on 1/49th of the annual pensionable pay. This new pension scheme is a career average scheme.

On death, pensions are payable to the surviving spouse for a short-term period of 3 months payable at the rate of the member's pensionable remuneration at the date of death. Provided that the deceased member had statutory pension entitlement this is followed by a long-term pension which is payable for life. The calculation is 50% of the deceased's benefits had they taken early retirement. On death in service, the scheme pays a lump sum benefit of three times pensionable pay and also provides a service enhancement on computing the spouse's pension.

The Local Government Pension Scheme (NI) is a multi-employer defined benefit scheme. The Probation Board's contributions are affected by a surplus or deficit in the scheme. The most recent full actuarial valuation was completed as at 31 March 2025. The completion of the triennial valuation has set the employer contribution rate at 15.5% for 2026-27 to 2028-29. Medical retirement is possible in the event of serious ill-health. In this case pensions are brought into payment immediately without actuarial reduction and with service enhanced as for widow(er) pensions.

The Cash Equivalent Transfer Value (CETV)

This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-2004 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred. They also include any additional pension benefit accrued to the member as a result of purchasing additional years of pension service in their scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2015 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

The Real Increase in the Value of the CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. However, the real increase calculations use common actuarial factors at the start and end of the period so that it disregards the effect of any changes in factors and focuses only on the increase that is funded by the employer.

Compensation for Loss of Office (AUDITED INFORMATION)

There were no compensation benefits paid by PBNI during this financial year (Nil in 2024-25).

STAFF REPORT

Staff Costs (AUDITED INFORMATION)

Staff costs are captured in the table below:

			2025-26 £'000	2024-25 £'000
	Permanently Employed Staff	**Others**	**Total**	**Total**
Wages and salaries	15,636	675	16,311	14,092
Social security costs	2,226	-	2,226	2,022
Other pension costs	1,999	-	1,999	3,205
Sub Total	**19,861**	**675**	**20,536**	**19,319**
Less recoveries in respect of outward secondments	(86)	-	(86)	(86)
Total net costs	**19,775**	**675**	**20,450**	**19,233**
Of which:	**Charged to Programme**	**Charged to Others**	**Total**	
PBNI	19,775	675	20,450	
Total net costs	**19,775**	**675**	**20,450**	

The average number of staff employed by the Probation Board during 2025-26 was as follows:

(AUDITED INFORMATION)

	Permanently Employed Staff	**Others**	**Total 2025-26**	**Total 2025-26**
Directly Employed	389	13	402	388
Other	-	9	9	6
Staff engaged on Capital Projects	1	-	1	-
Totals	**390**	**22**	**412**	**394**

Employees

The breakdown of Full Time Equivalent (FTE) employee group by gender at 31 March 2026 is as follows:

Employee Group	Number of FTE employees at 31 March 2026		
	Female	Male	Total
Chief Executive/Directors	2.00	1.00	3.00
Senior Managers (other than Directors)	7.60	2.00	9.60
Permanent employees	294.73	83.50	378.23
Temporary employees (Agency & Fixed Term)	11.21	5.50	16.71
Totals	**315.54**	**92.00**	**407.54**

Agency workers filled vacant essential established posts created by leavers and maternity leave. When comparing median hourly pay in PBNI, there was a 0% pay gap. However, the women's mean (average) hourly pay was 1.52% lower than men. Women made up 75.2% of employees in the highest paid quarter, and 77.9% of employees in the lowest paid quarter.

Staff Turnover

The table below shows details of staff turnover in 2025-26:

	Number of Staff at beginning of period	Leavers	Staff turnover (%)
Senior Management	14	-	0.0%
Probation Grade	301	21	7.0%
Corporate Admin	38	2	5.3%
Operational Support	67	3	4.5%
Total	**420**	**26**	**6.2%**

Sick Absence Data

The average number of sick absence days per employee for the 2025-26 year was 15.8 days, whereas the average sick absence days per employee for 2024-25 was 17.5 days.

The number of days lost per staff year varied from 0.0 to 196 days across business areas. The reduction of sick absence levels remains a priority for the Probation Board in 2026-27.

Reason for Absence

The largest proportion of working days lost was due to Anxiety/Stress/Depression/Other Psychiatric Illnesses, which accounted for 33.2% of absence (38.1% in 2024-25).

Staff Engagement

The Probation Board maintains arrangements for regular and meaningful engagement with staff throughout the year. This is achieved through a variety of methods. There were 4 Town Hall events during 2025-26. We have regular newsletters and intranet updates; and a wellbeing action plan which caters for the diverse needs and interests of our staff.

The Chief Executive continued to host a Staff Engagement Forum to allow staff to provide their input into the future direction of the organisation. The forum focused on areas Culture & Climate- looking at the physical spaces and cultural environment to aid service delivery.

A number of staff engagement events were held as part of the development of the new corporate plan, to get staff input to proposed objectives and organisational values. The staff leadership forum met to review the principles of Trauma informed practice in December 2025, and again in February 2026 to look at setting the PBNI business plan for 2026-27 in line with the updated Corporate Plan.

PBNI supports engagement with Trade Unions through JNCC and a Health and Safety Committee which comprise of management representatives and members of NAPO (the Trade Union, Professional Association for Probation and Family Court staff) and NIPSA (the Northern Ireland Public Service Alliance). Both committees meet regularly.

Equal Opportunity Policy Statement

PBNI has an Equal Opportunity Policy to ensure that, during the course of their employment, no employee will receive less favourable treatment or be discriminated against on the grounds of their sex including gender reassignment, pregnancy or maternity leave, marital or civil partnership status, sexual orientation, race or ethnic origin, religious belief, political opinion, national identity, age or disability.

PBNI is opposed to all forms of unlawful and unfair discrimination. All job applicants, employees and others who work for us will be treated fairly and will not be unlawfully discriminated against (either directly or indirectly) or receive less favourable treatment on any of the above grounds. Decisions about recruitment and selection, promotion, training or any other benefit will be made on an objective basis and without unlawful discrimination.
PBNI is an equal opportunities employer and welcomes applications for employment from all suitably qualified candidates.

PBNI is committed to:

- giving full and fair consideration to applications for employment by disabled persons, having regard to their particular aptitudes and abilities;
- continuing the employment of, and for arranging appropriate training for, employees who have become disabled during their period of employment with PBNI; and
- providing appropriate training, career development and promotion of disabled employees.

Equality and Diversity

Section 75 of the Northern Ireland Act 1998 places a statutory duty on the PBNI to have due regard to the promotion of equality and good relations internally and externally. PBNI's Equality Scheme was written following public consultation and approved by the Equality Commission for Northern Ireland in March 2012 and republished in August 2017. This five-year scheme contains commitments to engagement with our consultees and the mainstreaming of equality into our corporate business planning processes.

Following an external consultation process, a new Disability Action Plan (2025 to 2030) and a Equality and Good Relations Action Plan (2025 to 2030) were approved by PBNI's Board and published.

Off-payroll engagements and Exit Packages (AUDITED INFORMATION)

PBNI had no off-payroll engagements in 2025-26 (2024-25: Nil) and no exit packages during the 2025-26 financial year (2024-25: One)

Consultancy

PBNI did not incur any expenditure on consultancy during the 2025-26 financial year (2024-25: Nil).

ASSEMBLY ACCOUNTABILITY AND AUDIT REPORT (AUDITED INFORMATION)

Regularity of Expenditure

As Probation Board for Northern Ireland's Accounting Officer, I am content that the expenditure and income have been applied to the purposes intended by the NI Assembly. Furthermore, I am content transactions are within the scope of the authorities that govern them, and that there are no material weaknesses in the design and implementation of our internal controls to prevent and detect fraud.

Losses and Special Payments

There were no losses nor special payments made by the Board in 2025-26 (2024-25: Nil).

Fees and Charges

PBNI carries out statutory services in Prisons for the provision of social welfare services in prisons and young offenders' centres as set out in the Probation Board (Northern Ireland) Order 1982. PBNI charges the NIPS for this service. The charge is full cost recovery as agreed in a Service Level Agreement. PBNI received income from NIPS in 2025-26 of £1,451k (£1,290k in 2024-25).

Remote Contingent Liabilities

PBNI has no remote contingent liabilities to report at 31 March 2026 (2024-25: Nil).

Amanda Stewart

Amanda Stewart OBE
Chief Executive
24 June 2026

PROBATION BOARD FOR NORTHERN IRELAND

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY

Opinion on financial statements

I certify that I have audited the financial statements of the Probation Board for Northern Ireland for the year ended 31 March 2026 under the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by the Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of the Probation Board for Northern Ireland's affairs as at 31 March 2026 and of the Probation Board for Northern Ireland's net expenditure for the year then ended; and
- have been properly prepared in accordance with the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 and Department of Justice directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the income and expenditure recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of my certificate.

My staff and I are independent of the Probation Board for Northern Ireland in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council’s Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Probation Board for Northern Ireland’s use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Probation Board for Northern Ireland's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for the Probation Board for Northern Ireland is adopted in consideration of the requirements set out in the Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

Other Information

The other information comprises the information included in the Annual Report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Accounting Officer is responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my certificate I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Department of Justice directions issued under the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department of Justice directions made under the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Probation Board for Northern Ireland and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; or
- parts of the Remuneration and Staff report to be audited in not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer Responsibilities, the Accounting Officer is responsible for:

- Maintaining proper accounting records;
- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- ensuring the annual report, which includes the Remuneration and Staff Report is prepared in accordance with the applicable financial reporting framework; and
- assessing the Probation Board for Northern Ireland's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Probation Board for Northern Ireland will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to examine, certify and report on the financial statements in accordance with the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Probation Board for Northern Ireland through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010;

- making enquires of management and those charged with governance on the Probation Board for Northern Ireland's compliance with laws and regulations;

- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;

- completing risk assessment procedures to assess the susceptibility of the Probation Board for Northern Ireland's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the posting of unusual journals;

- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate, and testing of journal entries, discussing regularity with management, reading internal audit reports and review of legal provisions; and
- addressing the risk of fraud as a result of management override of controls by:
    - performing analytical procedures to identify unusual or unexpected relationships or movements;
    - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
    - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
    - investigating significant or unusual transactions made outside of the normal course of business.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.

Dorinnia Carville

Comptroller and Auditor General

Northern Ireland Audit Office

106 University Street

BELFAST

BT7 1EU

29 June 2026

FINANCIAL STATEMENTS 2025-26

FINANCIAL STATEMENTS 2025-26

STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2026

This account summarises the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which include changes to the values of non-current assets and other financial instruments that cannot yet be recognised as income or expenditure.

	Note	2025-26 £'000	2024-25 £'000
Revenue from contracts with customers	4	(1,451)	(1,290)
Other Operating Income	4	(738)	(506)
Total Operating Income		(2,189)	(1,796)
Staff Costs	2	20,536	19,319
Purchases of goods and services	2	4,045	3,871
Depreciation and Amortisation charges	5&6	1,402	1,277
Provision Expense	11	-	(39)
Other Operating Expenditure	3	1,288	1,740
Total Operating Expenditure		27,271	26,168
Net Operating Expenditure		25,082	24,372
Finance Income		(2)	(2)
Finance Expense		(55)	(46)
Net expenditure for the year before Taxation		25,025	24,324
Corporation Tax Payable		-	-
Net expenditure for the year after Taxation		25,025	24,324

Other comprehensive net expenditure

Items that will not be reclassified to net operating expenditure:

	Note	2025-26 £'000	2024-25 £'000
Net gain on revaluation of Property, Plant and Equipment.	5	(24)	(7)
Net gain on revaluation of Intangible Assets	6	-	-
Actuarial loss on Pension Scheme Liabilities	10.7	1,049	101
Comprehensive net expenditure for the year		26,050	24,418

All amounts above relate to the continuing activities of the PBNI.

The notes on pages 102 to 139 form part of the accounts.

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2026

This statement presents the financial position of the PBNI. It comprises three main components: assets owned or controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

	Note	31 March 2026 £'000	31 March 2025 £'000
Non-current assets:			
Property, plant and equipment	5	1,783	1,933
Right of use assets	13	716	1,164
Intangible assets	6	950	1,138
Financial assets	18	11	8
Total non-current assets		3,460	4,243
Current assets:			
Trade and other receivables	8	311	336
Financial assets	18	11	14
Total current assets		322	350
Total assets		3,782	4,593
Current liabilities:			
Cash and cash equivalents	7	(78)	(176)
Trade and other payables	9	(1,927)	(2,708)
Provisions	11	-	(2)
Total current liabilities		(2,005)	(2,886)
Total assets less current liabilities		**1,777**	**1,707**
Non-current liabilities			
Pension liabilities	10.3	(139)	(140)
Other payables	13.2	(366)	(635)
Total non-current liabilities		(505)	(775)
Total assets less liabilities		**1,272**	**932**
Taxpayers' equity and other reserves			
General Reserve		716	315
Revaluation reserve		556	617
Total Taxpayers' Surplus / (Deficit)		**1,272**	**932**

The notes on pages 102 to 139 form part of the accounts. The financial statements on pages 98 to 139 were approved by the Board and were signed on its behalf by:

Amanda Stewart

Amanda Stewart OBE
Chief Executive
24 June 2026

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2026

The Statement of Cash Flows shows the changes in cash and cash equivalents of the PBNI during the reporting period. The statement shows how PBNI generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by the PBNI. Investing activities represent the extent to which cash inflows and outflows have been made for resources which are intended to contribute to the PBNI's future public service delivery.

	Note	£'000	2025-26 £'000	£'000	2024-25 £'000
Cash Flows from operating activities					
Net expenditure for the year			(25,025)		(24,324)
Adjustments for non-cash transactions	12	3,386		4,457	
Decrease/(Increase) in trade and other receivables	8	25		(107)	
Decrease in trade and other payables	9	(1,050)		(4,191)	
Movement on payables not passing through the SoCNE		370		111	
Employers Pension Costs	10.6	(3,037)		(3,339)	
Utilisation of Legal Provision	11	-		(59)	
			(306)		(3,128)
Net cash outflow from operating activities			(25,331)		(27,452)
Cash flows from investing activities					
Purchase of property, plant and equipment	5	(187)		(165)	
Purchase of intangible assets	6	(322)		(413)	
Proceeds from Disposal of Assets Held for Sale		-		6	
Loans to employees for car loans	18	(22)		(12)	
Repayments of Loans	18	22		16	
Net cash outflow from investing activities			(509)		(568)
Cash flows from financing activities					
Grants from Sponsoring Department			26,390		28,436
Capital element of finance lease payments			(452)		(518)
Net increase / (decrease) in cash and cash equivalents in the period			**98**		**(102)**
Cash and cash equivalents at the beginning of the period			(176)		(74)
Cash and cash equivalents at the end of the period	7		**(78)**		**(176)**

The notes on pages 102 to 139 form part of the accounts

STATEMENT OF CHANGES IN TAXPAYERS' EQUITY
FOR THE YEAR ENDED 31 MARCH 2026

This statement shows the movement in the year on the different reserves held by PBNI, analysed into 'general fund reserves' (i.e. those reserves that reflect a contribution from the Consolidated Fund). The Revaluation Reserve reflects the change in asset values that have not been recognised as income or expenditure. The General Fund represents the total assets less liabilities of an Agency, to the extent that the total is not represented by other reserves and financing items.

	General Fund	**Revaluation Reserve**	**Taxpayers' Equity**
	£'000	**£'000**	**£'000**
Balance at 31 March 2024	**(3,783)**	**697**	**(3,086)**
Net gain on revaluation of property, plant and equipment	-	7	7
Actuarial Loss	(101)	-	(101)
Release of reserves to the net expenditure account	87	(87)	-
Comprehensive net expenditure for the year	(24,324)	-	(24,324)
Grant from sponsoring department	28,436	-	28,436
Balance at 31 March 2025	**315**	**617**	**932**
Changes in taxpayers' equity for 2025-26			
Net gain on revaluation of property, plant and equipment	-	24	24
Actuarial Loss	(1,049)	-	(1,049)
Release of reserves to the net expenditure account	85	(85)	-
Comprehensive net expenditure for the year	(25,025)	-	(25,025)
Grant from sponsoring department	26,390	-	26,390
Balance at 31 March 2026	**716**	**556**	**1,272**

The notes on pages 102 to 139 form part of the accounts

NOTES TO THE ACCOUNTS

1. STATEMENT OF ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the 2025-26 Government Financial Reporting Manual (FReM) issued by the Department of Finance. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Probation Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Probation Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

1.1 Accounting Convention

The financial statements are prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and intangible assets.

The accounts are stated in pounds sterling, which is the Probation Board’s functional and presentational currency. Unless otherwise noted, the amounts shown in these financial statements are in thousands of pounds sterling (£’000).

Without limiting the information given, the accounts meet the accounting and disclosure requirements issued by HM Treasury and the Department of Finance, with particular regard to the Government FReM and other relevant guidance in so far as those requirements are appropriate.

1.2 Advances to Probation Offices

All advances to offices are also treated as receivables balances in the Statement of Financial Position.

1.3 Department of Justice Grant

The financing of the Non-Departmental Public Body activities is expected to be met by DoJ from funds which are voted annually under the relevant Budget Act. Grant income in respect of revenue and capital expenditure is credited to the General Fund in accordance with guidance contained in the FReM.

1.4 Value Added Tax

Probation Board NI has a limited VAT status. This means VAT can be reclaimed on secondment income. HMRC advised PBNI of its needs for registration in January 2016 and have charged VAT on seconded income from April 2014. The VAT liability with HMRC at 31 March 2026 is £5k. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of property, plant and equipment and intangible assets.

1.5 Income – Note 4

International Financial Reporting Standard (IFRS) 15 (Revenue from Contracts with Customers) was applied by HM Treasury in the Government FReM from financial year 2019-20, which introduced a five-stage model for the recognition of revenue from contracts with customers. PBNI recognises revenue by applying the following steps:

Step 1: A contract is put in place with all customers;
Step 2: Performance obligations are included in the contract;
Step 3: Transaction price is agreed with the customer;
Step 4: Performance obligations in the contract are monitored in line with payment; and
Step 5: Revenue is recognised when performance obligations are satisfied.

Note 4 income represents revenue from contracts from the Northern Ireland Prison Service (NIPS) for work carried out by PBNI under a Service Level Agreement (SLA) in line with statutory obligations. PBNI income also relates to staff on secondment and income received from DoJ for programmes under SLAs.

In respect of performance obligations, income is accrued/invoices paid, and revenue recognised in accordance with agreed payment terms as set out in the respective SLAs.

Other operating income

Other operating income is income which relates directly to the operating activities of the NDPB. It includes both income classified as Accruing Resources and income due to the Consolidated Fund, which in accordance with the FReM, is treated as operating income.

1.6 Property, Plant and Equipment

Valuation

Expenditure on property, plant and equipment of over £1,000 is capitalised. Where material, the grouping of a range of property, plant and equipment has also been undertaken in respect of some personal computers, printers, office furniture and equipment.

On initial recognition, property, plant and equipment are measured at cost including any expenditure, such as installation, directly attributable to bringing them into working condition. Items classified as “under construction” are recognised in the Statement of Financial Position to the extent that money has been paid, or a liability has been incurred. In compliance with IAS 16 Property, Plant and Equipment, subsequent expenditure on an asset which does not meet the criteria of enhancement or improvement is treated as revenue. All property, plant and equipment are carried at fair value. On first valuation after the asset is brought into use, any write down of cost is charged to the Statement of Comprehensive Net Expenditure.

PBNI uses Producer Price Indices published by the Office for National Statistics (ONS) in order to apply indexation to the value of non-property assets at year-end.

Property valuations are undertaken using a quinquennial revaluation supplemented by annual indexation in intervening years. An independent valuation was carried out as at 31 March 2026 by Kelly Scullion MRIS (LPS).

Intangible assets

Expenditure on the Probation Board digital Electronic Case Management System (ECMS) including supplier design and implementation costs and internal Agency project team staff salary costs, has been capitalised and classified as an intangible asset.

In addition, expenditure on computer software licenses lasting more than one year and costing more than £1,000 is capitalised and classified as intangible assets. The option to measure intangible assets using the revaluation model has been withdrawn, with the carrying values at the transition date (1 April 2025) now considered historical cost.

Revaluation Reserve

Upward revaluations are credited to the Revaluation Reserve and permanent reductions in the value of property, plant and equipment are charged to the Statement of Comprehensive Net Expenditure. Any subsequent revaluation of assets is credited to the Statement of Comprehensive Net Expenditure to the extent that it reverses previous revaluation decreases recognised as an expense.

Depreciation and amortisation

All property, plant and equipment and intangible assets are depreciated/amortised at rates calculated to write them down to estimated residual value on a straight-line basis over their estimated useful lives. Assets in the course of construction are depreciated from the point when the asset is brought into use.

Estimated useful lives, which are reviewed regularly, are:

CATEGORY	METHOD OF RECORDING	THRESHOLD	ESTIMATED USEFUL LIVES
Land	Individual	£ Nil	No depreciation
Buildings & Dwellings	Individual	£ Nil	10 – 80 years (or leasehold)
Plant & Machinery	Individual	£1,000	2 - 40 years
Information Technology	Individual	£1000 or (Attractive items of value normally in excess of £100)	1 – 16 years

Assets Under Construction	Individual	£1,000	No depreciation
Intangible Assets (software & licences)	Individual	£1,000	1-10 years

Software licences are amortised over the shorter of the term of the licence and the useful economic life.

Assets Classified as Held for Sale

Non-current assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell. Non-current assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met when the asset is available for immediate sale in its present condition. Management must be committed to the sale which should be expected to complete within one year of the classification.

1.7 Leases

PBNI has elected not to recognise right of use assets and lease liabilities for the following leases:

- low value assets, with an assessment performed on the underlying asset when new (these are determined to be in line with capitalisation thresholds); and

- leases with a lease term of 12 months or less.

PBNI as a lessee

Right of use assets

PBNI recognises a right of use asset and lease liability at the commencement date. The right of use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for initial direct costs, prepayments or incentives, and costs related to restoration at the end of a lease. The right of use assets are subsequently measured at either fair value or current value in existing use in line with property, plant and equipment assets. The cost measurement model in IFRS 16 is used as an appropriate proxy for current value in existing use or fair value for the majority of leases (consistent with the principles for subsequent measurement of property, plant and equipment) except for those which meet one of the following:

- a longer-term lease that has no provisions to update lease payments for market conditions or if there is a significant period of time between those updates; and
- the fair value or current value in existing use of the underlying asset is likely to fluctuate significantly due to changes in market prices.

The right of use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right of use asset or the end of the lease term. The estimated useful lives of the right of use assets are determined on the same basis as those of property, plant and equipment assets.

PBNI applies IAS 36 Impairment of Assets to determine whether the right of use asset is impaired and to account for any impairment loss identified.

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that cannot be readily determined, the rate provided by HM Treasury (5.32% for leases recognised in 2026, 4.81% for those in 2025).

The lease liability is measured at amortised cost using the effective interest method. It is re-measured when there is a change in future lease payments arising from a change in the index or rate, if there is a change in the PBNI's estimates of the amount expected to be payable under a residual value guarantee, or if the PBNI changes its assessment of whether it will exercise a purchase, extension or termination option.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price under a purchase option that the PBNI is reasonably certain to exercise; and
- penalties for early termination of a lease unless the PBNI is reasonably certain not to terminate early.

At the commencement of a lease, the PBNI recognises a right of use asset and a lease liability.

1.8 Pension Costs

Most staff in PBNI are members of the Local Government Pension Scheme (NI). Further details regarding the operation of the pension scheme are contained in note 10 to the accounts and the Remuneration and Staff Report.

1.9 Early Departure Costs

PBNI is required to provide in full for the cost of paying pensions of employees who retire early from the date of their retirement until the pension is no longer due to the individuals or their spouses. Payments during the year in respect of these individuals are charged to the provision. Each year the provision is recalculated and restated if necessary with any under or over provision charged or credited to Other Operating Costs. This is part of the IAS19 actuarial valuation and it is shown in Note 10 to the accounts.

1.10 Provisions

PBNI provides for legal or constructive obligations which are of uncertain timing or amount at the Statement of Financial Position date on the basis of the best estimate of the expenditure required to settle the obligation.

1.11 Contingent Liabilities

In accordance with International Accounting Standard (IAS) 37 *Provisions, Contingent Liabilities and Contingent Assets*, PBNI has no contingent liabilities, which are both probable and estimable, to report as at 31 March 2026.

1.12 Community and Voluntary Sector Funding

Grants paid to Community bodies are part of the ordinary activities of PBNI and are charged to Other Expenditure as incurred. Grants are offered and issued in accordance with PBNI's Community and Voluntary Sector Funding terms, conditions and finance instructions. Community bodies are required to incur all expenditure by the PBNI's financial year end. There are no unclaimed grants at year end.

1.13 Insurance

Except where there is a statutory requirement to do so, the Probation Board does not take out general insurance. Instead, expenditure in connection with uninsured risks is charged as incurred.

1.14 Financial Instruments

A financial instrument is defined as any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. A financial instrument is recognised when PBNI becomes a party to the contractual provisions of the instrument. Financial assets are derecognised when PBNI no longer has rights to cash flows, the risks and rewards of ownership or control of the asset. Financial liabilities are derecognised when the obligation under the liability is discharged, cancelled or expires.

Note 17 reflects the balance owed to PBNI in respect of the car loan scheme. Officers designated as essential car users will be considered for a loan under the conditions of the scheme in accordance with the Probation Board (NI) Order 1982.

1.15 Financial Assets

A financial asset is classified as such, if acquired principally for the purpose of selling in the short term (held for trading) or if so designated by management. Financial assets are initially recognised and subsequently measured at fair value, with changes in value recognised in the income statement in the line which most appropriately reflects the nature of the item or transaction.

Trade and Other Receivables

Financial assets within trade and other receivables are recognised and retained at fair value and then subsequently measured at amortised cost.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash in hand and current balances with banks which are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value and have an original maturity of three months or less.

For the purposes of the Consolidated Statement of Cash Flows, cash and cash equivalents are as defined above, net of outstanding bank overdrafts.

Impairment of Financial Assets

PBNI recognises a loss allowance for expected credit losses on trade receivables and contract assets. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

PBNI always recognises lifetime expected credit losses for trade receivables and contract assets. The expected credit losses on these financial assets are estimated using historical credit loss experience, adjusted for factors that are specific to the receivables, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the company in accordance with the contract and all the cash flows that the company expects to receive, discounted at the original effective interest rate.

1.16 Financial Liabilities

Trade and Other Payables

Financial liabilities within trade and other payables are initially recognised at fair value, which is usually the original invoiced amount, and subsequently measured at amortised cost.

1.17 Employee Benefits

Under IAS 19 (Employee Benefits), an employing entity should recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for the service. PBNI has recognised annual leave, flexi and TOIL entitlements that have been earned by year end but not yet taken. These are included in current liabilities.

1.18 Segmental Reporting

Under the requirements of IFRS 8 *Operating Segments*, PBNI must disclose information to enable users of the financial statements to evaluate the nature and financial effects of the business in which it engages and the economic environment in which it operates. 'Total Assets' are only required to be disclosed in reporting segments where total assets for segments are regularly reported to the Chief Executive Officer. As total assets for segments are not regularly reported to the Chief Executive Officer, PBNI has adopted this option.
PBNI does not analyse its net expenditure by operating segment as it has concluded that it has no separately identifiable operating segments. This conclusion is based on PBNI's current system/format of internal management reporting to the Chief Executive, Senior Executive Team, Senior Leadership Team and Board, who consider financial performance at Board level.

1.19 Critical Accounting Estimates and Key Judgements

The preparation of financial statements in conformity with IFRS requires the use of accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying the PBNI accounting policies. PBNI continually evaluate our estimates, assumptions and judgements based on available information and experience. As the use of estimates is inherent in financial reporting, actual results could differ from these estimates.
The estimates and assumptions which have the most significant risk of causing a material adjustment to the carrying amounts of assets and liabilities are discussed below:

(i) Pension and other post-retirement benefits

PBNI accounts for pension and other post-retirement benefits in accordance with IAS 19 *Employee benefits*. In determining the pension cost and the defined benefit obligation of the pension scheme, a number of assumptions are used by the Actuary; these include the discount rate, salary growth, price inflation, the expected return on the schemes' investments and mortality rates. Further details are contained in Note 10.

(ii) Calculation of employee benefits

This calculation is based on a 60% sample of the workforce in PBNI, across all grades and specialisms. The sample results are then used as a basis for calculating an overall figure for PBNI.

Other than as noted above, no material accounting estimates or judgements were made by PBNI in preparing these Accounts.

1.20 Accounting standards, amendments, interpretations or other updates that were issued and effective from 1 January 2026

PBNI has considered the accounting standards, interpretations and updates identified by HM Treasury effective from 1 January 2026 as set out below.

Financial Instruments – Amendments to Classifications and Measurement

Amendments to IFRS 7 and IFRS 9 were in response to feedback from the post-implementation review of the standards. Changes include:

- Clarifying the classification of financial assets with environmental, social and corporate governance (ESG) and similar features and how contractual cash flows on such loans should be assessed.
- Clarifying the date on which a financial asset or financial liability is derecognised when settled via electronic cash transfers.
- Introducing additional disclosure requirements to enhance transparency for investors regarding investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features.

PBNI considers that the above changes are not currently relevant to PBNI and have no material impact on its financial statements.

IAS 16: Non-investment Asset Valuations

The following changes to the valuation and accounting of non-investment assets were included in the 2025-26 FReM for mandatory implementation.

References to assets being held for their ‘service potential’ and the terms ‘specialised/ non-specialised’ assets have been removed from the FReM. Non-investment assets are instead described as assets held for their ‘operational capacity’. This change has no impact on the valuation basis of non-investment assets, which remains Existing Use Value (EUV).

An adaptation to IAS 16 was introduced to withdraw the requirement to revalue an asset where its fair value materially differs from its carrying value. Assets are now valued using one of the following processes:

- A quinquennial revaluation supplemented by annual indexation.
- A rolling programme of valuations over a 5-year cycle, with annual indexation applied to assets during the 4 intervening years.
- For non-property assets only, appropriate indices.
- In rare circumstances where an index is not available, a quinquennial revaluation supplemented by a desktop revaluation in year 3.

The option to measure intangible assets using the revaluation model is withdrawn. The carrying values of intangible assets at 31 March 2025 will be considered the historical cost at 1 April 2025.

PBNI will undertake a quinquennial revaluation supplemented by annual indexation from this point forward.

Annual Improvements to IFRS Accounting Standards and Amendment to Nature-Dependent Electricity Contracts
PBNI considers that the above changes are either not currently relevant to PBNI and / or have no material impact on its financial statements.

1.21 Accounting standards, interpretations and amendments to published standards not yet effective

PBNI has considered the accounting standards, interpretations and updates identified by HM Treasury.

IFRS 18: Presentation and Disclosure in Financial Statements
IFRS 18 has been endorsed for use in the UK by the UK Endorsement Board and will replace IAS 1 Presentation of Financial Statements and is effective for annual reporting periods beginning on or after the 1 January 2027 in the private sector. The impact of IFRS 18 on the Public Sector is still being assessed, and a decision has not yet been taken on an implementation date.

IFRS 19: Amendments to Complete Catch-up Work
The impending amendments to IFRS 19 are designed to help eligible subsidiaries by disclosure requirements for Standards and amendments issued between February 2021 and May 2024, specifically:

- IFRS 18 Presentation and Disclosure in Financial Statements.
- Supplier Finance Arrangements (Amendments to IAS 7 and IFRS 70.
- International Tax Reform – Pillar Two Model Rules (Amendments to IAS 12).
- Lack of Exchangeability (Amendments to IAS 21).

- Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 7 and IFRS 9).

With these amendments, IFRS 19 reflects the changes to IFRS Accounting Standards that take effect up to 1 January 2027, when IFRS 19 will be applicable.

PBNI considers that the implementation of the above changes will not be relevant to PBNI and have no material impact on its financial statements.

1.22 Financial Reporting - Future Developments

PBNI has considered the accounting initiatives identified by HM Treasury covering amendments or interpretations, and projects where standards, amendments or interpretations are in development. PBNI considers that these changes are not relevant or material to its operations.

2. PROGRAMME EXPENDITURE

	Note	2025-26 £'000	2024-25 £'000
Staff Costs*			
Wages and salaries		16,311	14,092
Social security costs		2,226	2,022
Pension Provision		1,999	3,205
		20,536	**19,319**
Purchase of goods and services			
Cash items:			
Accommodation costs, maintenance and utilities		747	809
IT, communications and office services		162	217
Consumables, equipment and transport costs		138	122
Contracted out and managed services		1,559	1,458
Professional and consultancy services		357	321
Client and programme operating costs		167	105
Rentals under operating leases		193	186
Staff related costs		576	481
Other costs		24	22
Auditor's remuneration		26	27
Commissions, Panels and Tribunals costs		33	37
		3,982	**3,785**
Non-cash items:			
(Profit)/loss on disposal of non-current assets		(1)	(2)
Other non-cash items		64	88
		63	**86**
Total purchase of goods and services		**4,045**	**3,871**
Depreciation and impairment charges			
Depreciation	5	873	953
Amortisation	6	510	323
Revaluation, indexation and impairment released to SoCNE		19	1
		1,402	**1,277**
Provision expense			
Provided in year		-	-
Written back in year		-	(39)
		-	**(39)**
Other - Resource:			
Other non-EU Grants	3	1,288	1,740
Total grants		**1,288**	**1,740**
Total Programme costs excluding finance expense		**27,271**	**26,168**
Finance expense:			
Interest payable		23	26
Pension liability interest charges (non-cash)		(78)	(72)
Total finance expense		**(55)**	**(46)**
Total Programme costs including finance expense		**27,216**	**26,122**

* Further Analysis of staff costs is located in the Staff Report on page 84.

3. OTHER OPERATING EXPENDITURE

Grants in respect of schemes for the supervision and assistance of people who have offended and the prevention of crime:

	2025-26 £'000	2024-25 £'000
Grants over £100,000		
Northern Ireland Association for Care and Resettlement of Offenders (NIACRO)[1]	1,045	1,063
Ascert	-	187
Inspire	-	153
Grants £50,001- £100,000		
Barnardo's	-	115
Start 360[2]	92	92
Women's Aid Federation[3]	90	60
Various (Community Service Placements)[4]	61	34
Others	-	36
Total	**1,288**	**1,740**

[1] **NIACRO** - £848k was granted for the Mentoring and Young Men's project via the Aspire programme; £123k was granted for the SkillSet Programme; and £74k for the Through the Gate project.

[2] **Start 360** - £92k was granted for the Engage project via the Aspire programme.

[3] **Women's Aid Federation** - £90k was granted for the Promoting Positive Relationships Programme (PPRP).

[4] **Various –** 15 Community Service placement grants totalling £61k were awarded.

All awards were subject to open application and adjudication in line with PBNI Community and Voluntary Sector Funding policies and procedures.

4. PROGRAMME INCOME

	2025-26	2024-25
	£'000	£'000
Income from Activities		
Revenue from contracts with customers		
NI Prison Service	1,451	1,290
Other Operating Income		
Secondment	86	86
Other Income	652	420
Total Programme Income	**2,189**	**1,796**
Finance Income		
Interest Receivable	2	2
Total Programme Income including Finance Income	**2,191**	**1,798**

NI Prison Service - £1,451k (2024-25: £1,290k) per the Service Level Agreement between the Probation Board and the NI Prison Service for the provision of social welfare services in prisons and young offenders' centres as set out in the Probation Board (Northern Ireland) Order 1982.

Secondments - £86k (2024-25: £86k) represents salary and travel income for staff on secondment.

Other Income - £652k (2024-25: £420k) for programmes funded by additional monies received from the DoJ for the Domestic Violence programme (£591k) and for recharges for services supplied to other public bodies for rent and miscellaneous refunds totalling £51k.

5. PROPERTY, PLANT AND EQUIPMENT

A full professional valuation was carried out by Land and Property Services as at 31 March 2026. The valuations have been made in accordance with the Appraisal and Valuation Manual prepared and published by the Royal Institution of Chartered Surveyors on the basis of Existing Use Value or Open Market Value as appropriate.

The market value of land and buildings is £997k (2024-25: £915k), which is also the existing use value and the gross current replacement cost per the asset register. Included within land and buildings is land valued at £520k (2024-25: £490k), which is non-depreciable.

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

2025-26	Land	Buildings	Vehicles, Plant and Machinery	Information Technology	Assets Under Construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation						
At 1 April 2025	490	6,738	1,731	395	34	**9,388**
Additions	30	243	15	16	(34)	**270**
Disposals	-	(782)	(2)	(1)	-	**(785)**
Reclassifications	-	-	-	-	-	**-**
Revaluation	-	4	18	15	-	**37**
At 31 March 2026	**520**	**6,203**	**1,762**	**425**	**-**	**8,910**
Depreciation						
At 1 April 2025	-	4,540	1,525	226	-	**6,291**
Charged in year	-	723	93	57	-	**873**
Disposals	-	(782)	(2)	(1)	-	**(785)**
Reclassifications	-	-	-	-	-	**-**
Revaluation	-	11	13	8	-	**32**
At 31 March 2026	**-**	**4,492**	**1,629**	**290**	**-**	**6,411**
Carrying amount at 31 March 2026	**520**	**1,711**	**133**	**135**	**-**	**2,499**
Carrying amount at 31 March 2025	**490**	**2,198**	**206**	**169**	**34**	**3,097**
Asset Financing:						
Owned	520	995	133	135	-	**1,783**
Right of use	-	716	-	-	-	**716**
Carrying amount at 31 March 2026	**520**	**1,711**	**133**	**135**	**-**	**2,499**

2024-25	Land	Buildings	Vehicles, Plant and Machinery	Information Technology	Assets Under Construction	Total
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Cost or valuation						
At 1 April 2024	490	6,616	1,721	351	69	**9,247**
Additions	-	558	59	47	(35)	**629**
Disposals	-	(447)	(62)	-	-	**(509)**
Reclassifications	-	-	-	-	-	**-**
Revaluation	-	11	13	(3)	-	**21**
		-				
At 31 March 2025	**490**	**6,738**	**1,731**	**395**	**34**	**9,388**
Depreciation						
At 1 April 2024	-	4,191	1,458	181	-	**5,830**
Charged in year	-	787	120	46	-	**953**
Disposals	-	(447)	(60)	-	-	**(507)**
Reclassifications	-	-	-	-	-	**-**
Revaluation	-	9	7	(1)	-	**15**
At 31 March 2025	**-**	**4,540**	**1,525**	**226**	**-**	**6,291**
Carrying amount at 31 March 2025	**490**	**2,198**	**206**	**169**	**34**	**3,097**
Carrying amount at 31 March 2024	**490**	**2,425**	**263**	**170**	**69**	**3,417**
Asset Financing:						
Owned	490	1,034	206	169	34	**1,933**
Right of use	-	1,164	-	-	-	**1,164**
Carrying amount at 31 March 2025	**490**	**2,198**	**206**	**169**	**34**	**3,097**

6. INTANGIBLE ASSETS

2025-26	Software and Licences	Externally Developed Software	Assets Under Construction	Total
	£'000	£'000	£'000	£'000
Cost or valuation				
At 1 April 2025	2,091	21	-	2,112
Additions	322	-	-	322
Disposals	-	-	-	-
Reclassifications	-	-	-	-
At 31 March 2026	**2,413**	**21**	**-**	**2,434**
Amortisation				
At 1 April 2025	970	4	-	974
Charged in year	505	5	-	510
Disposals	-	-	-	-
At 31 March 2026	**1,475**	**9**	**-**	**1,484**
Carrying amount at 31 March 2026	**938**	**12**	**-**	**950**
Carrying amount at 31 March 2025	**1,121**	**17**	**-**	**1,138**
Asset Financing:				
Owned	938	12	-	950
Carrying amount at 31 March 2026	**938**	**12**	**-**	**950**

2024-25	**Software and Licences**	**Externally Developed Software**	**Assets Under Construction**	**Total**
	£'000	**£'000**	**£'000**	**£'000**
Cost or valuation				
At 1 April 2024	1,512	20	226	1,758
Additions	347	1	6	354
Disposals	-	-	-	-
Reclassifications	232	-	(232)	-
At 31 March 2025	**2,091**	**21**	**-**	**2,112**
Amortisation				
At 1 April 2024	651	-	-	651
Charged in year	319	4	-	323
Disposals	-	-	-	-
At 31 March 2025	**970**	**4**	**-**	**974**
Carrying amount at 31 March 2025	**1,121**	**17**	**-**	**1,138**
Carrying amount at 31 March 2024	**861**	**20**	**226**	**1,107**
Asset Financing:				
Owned	1,121	17	-	1,138
Carrying amount at 31 March 2025	**1,121**	**17**	**-**	**1,138**

7. CASH AND CASH EQUIVALENTS

	2025-26 £'000	2024-25 £'000
Balance at 1 April	(176)	(74)
Net change in cash and cash equivalent balances	98	(102)
Balance at 31 March	**(78)**	**(176)**

The following balances at 31 March were held at:

NI Banking Pool and cash in hand	(78)	(176)
Balance at 31 March	**(78)**	**(176)**

7.1 Reconciliation of liabilities arising from financing activities

	2024-25	Cash flows	Non-Cash Changes				2025-26
			Acquisition	Forex Movements	Fair value changes	Other changes	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Long term borrowings	-	-	-	-	-	-	-
Lease Liabilities	1,095	(452)	-	-	-	-	643
PFI Liabilities	-	-	-	-	-	-	-
Assets held to hedge long term borrowings	-	-	-	-	-	-	-
Total liabilities from financing activities	1,095	(452)	-	-	-	-	643

8. TRADE RECEIVABLES, FINANCIAL AND OTHER ASSETS

	2025-26 £'000	2024-25 £'000
Amounts falling due within one year:		
Trade receivables	199	226
Prepayments and accrued income	92	89
Other receivables	20	21
	311	**336**

9. TRADE PAYABLES, FINANCIAL AND OTHER LIABILITIES

	2025-26 £'000	2024-25 £'000
Amounts falling due within one year:		
VAT	6	6
HM Revenue and Customs	433	359
Trade payables	1	12
Accruals	1,210	1,870
Lease liabilities	277	461
	1,927	**2,708**

10. PROVISIONS - PENSION COMMITMENTS

Introduction

The Probation Board makes employer contributions to the Northern Ireland Local Government Officers Superannuation Scheme (NILGOSC).

The disclosures below relate to the funded liabilities within the Northern Ireland Local Government Officers' Pension Fund (the "Fund") which is part of the Local Government Pension Scheme (Northern Ireland) (the "LGPS").

The LGPS is a funded defined benefit plan with benefits earned up to 31 March 2015 being linked to final salary. Benefits after 31 March 2015 are based on a Career Average Revalued Earnings Scheme. Details of the benefits earned over the period covered by this disclosure are set out in 'The Local Government Pension Scheme (Amendment and Transitional Provisions) Regulations (Northern Ireland) 2014'. The unfunded pension arrangements relate to the termination benefits made on a discretionary basis upon early retirement in respect of members of the Local Government Pension Scheme (Northern Ireland) under the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations (Northern Ireland) 2007.

Funding/Governance Arrangements of the LGPS

The funded nature of the LGPS requires participating employers and its employees to pay contributions into the Fund, calculated at a level intended to balance the pension liabilities with investment assets. Information on the framework for calculating contributions to be paid is set out in LGPS Regulations (Northern Ireland) 2014 and the Fund's Funding Strategy Statement. The last actuarial valuation was at 31 March 2025 and the contributions to be paid from 1 April 2026 to 31 March 2029 resulting from that valuation are set out in the Fund's Rates and Adjustment Certificate. The Fund Administering Authority, Northern Ireland Local Government Officers' Superannuation Committee is responsible for the governance of the Fund.

Assets

The assets allocated to the Employer in the Fund are notional and are assumed to be invested in line with the investments of the Fund for the purposes of calculating the return to be applied to those notional assets over the accounting period. The Fund is large and holds a significant proportion of its assets in liquid investments. As a consequence, there will be no significant restriction on realising assets if a large payment is required to be paid from the Fund in relation to an employer's liabilities. The assets are invested in a diversified spread of investments and the approximate split of assets for the Fund as a whole (based on data supplied by the Committee) is shown in the disclosures. The Committee may invest a small proportion of the Fund's investments in the assets of some of the employers participating in the Fund if it forms part of their balanced investment strategy.

Risks associated with the Fund in relation to accounting

Asset Volatility

The liabilities used for accounting purposes are calculated using a discount rate set with reference to corporate bond yields. If assets underperform this yield will create a deficit in the accounts. The Fund holds a significant proportion of growth assets which, while expected to outperform corporate bonds in the long term, creates volatility and risk in the short term in relation to the accounting figures.

Changes in Bond Yield

A decrease in corporate bond yields will increase the value placed on the liabilities for accounting purposes although this will be marginally offset by the increase in the assets as a result.

Inflation Risk

The majority of the pension liabilities are linked to either pay or price inflation. Higher inflation expectations will lead to a higher liability value. The assets are either unaffected or loosely correlated with inflation meaning that an increase in inflation will increase the deficit.

Life Expectancy

The majority of the Fund’s obligations are to provide benefits for the life of the member following retirement, so increases in life expectancy will result in an increase in the liabilities.

Exiting Employers

Employers who leave the Fund (or their guarantor) may have to make an exit payment to meet any shortfall in assets against their pension liabilities. If the employer (or guarantor) is not able to meet this exit payment, the liability may in certain circumstances fall on other employers in the Fund. Further, the assets at exit in respect of 'orphan liabilities' may, in retrospect, not be sufficient to meet the liabilities. This risk may fall on other employers. 'Orphan liabilities' are currently a small proportion of the overall liabilities in the Fund.

10.1 Assumptions and Sensitivity of Results

The principal assumptions used by the Actuary in updating the latest valuation of the Fund for IAS 19 purposes were are as follows:

Financial Assumptions

	31/03/2026	31/03/2025	31/03/2024	31/03/2023	31/03/2022
Inflation Increase Rate (CPI)	2.80%	2.50%	2.60%	2.70%	3.00%
Salary Increase Rate	4.30%	4.00%	4.10%	4.20%	4.50%
Pension Increase Rate	2.80%	2.50%	2.60%	2.70%	3.00%
Discount rate	6.10%	5.80%	4.80%	4.70%	2.70%

Mortality

The mortality assumptions are based on the recent actual mortality experience of members within the Fund and allow for expected future mortality improvements. Based on these assumptions, the average future life expectancies at age 65 in normal health are summarised below:

	Males	Females
Current Pensioners	22.0 years	25.3 years
Future Pensioners	22.3 years	25.6 years

Sensitivity of Results

The approximate impact of changing the key assumptions on the present value of the funded defined benefit obligation as at 31 March 2026 and the projected service costs for the year ending 31 March 2027 is set out below. This does not include sensitivity of unfunded benefits on materiality grounds.

Discount rate assumption		
Adjustment to discount rate	**+0.1% p.a.**	**-0.1% p.a.**
Present value of total obligation (£'000s)	104.478	107.550
% change in present value of total obligation	-1.40%	1.5%
Projected service cost (£'000s)	2,060	2,263
Approximate % change in projected service cost	-4.60%	4.80%
Rate of general increase in salaries		
Adjustment to salary increase rate	**+0.1% p.a.**	**-0.1% p.a.**
Present value of total obligation (£'000s)	106.067	105.855
% change in present value of total obligation	0.10%	-0.10%
Projected service cost (£'000s)	2,159	2,159
Approximate % change in projected service cost	0.00%	0.00%
Rate of increase to pensions in payment and deferred pensions assumption		
Adjustment to pension increase rate	**+0.1% p.a.**	**-0.1% p.a.**
Present value of total obligation (£'000s)	107.338	104.584
% change in present value of total obligation	1.30%	-1.30%
Projected service cost (£'000s)	2,263	2,060
Approximate % change in projected service cost	4.80%	-4.60%
Post retirement mortality assumption		
Adjustment to mortality age rating assumption*	**+1 year**	**-1 year**
Present value of total obligation (£'000s)	103.524	108.292
% change in present value of total obligation	-2.30%	2.20%
Projected service cost (£'000s)	2,083	2,232
Approximate % change in projected service cost	-3.50%	3.40%

**A rating of +1 year means that members are assumed to follow the mortality pattern of the base table for an individual that is 1 year older than them.*

Statement of Financial Position Disclosures at 31 March 2026

10.2 Fair Value of Employer Assets

Year Ended:	**31 March 2026 £'000**	**31 March 2025 £'000**	**31 March 2024 £'000**	**31 March 2023 £'000**
Equities	62,971	54,834	56,213	47,268
Government Bonds	31,267	20,845	22,382	24,343
Corporate Bonds	5,990	5,178	5,403	3,545
Multi Asset Credit	19,286	17,260	17,108	15,716
Property	14,172	12,613	12,477	13,235
Cash	3,945	14,206	7,204	7,681
Other	8,474	7,834	7,847	6,381
Total	**146,105**	**132,770**	**128,634**	**118,169**

The above assets' values as at 31 March 2026 are at bid value as required under IAS19. The assets allocated to the Employer in the Fund are notional and the assets are assumed to be invested in line with the investments of the Fund for the purposes of calculating the return to be applied to those notional assets. The Fund is large and largely liquid and, as a consequence, there will be no significant restriction on realising assets if the situation arises.

10.3 Pension Provision Calculation

Year Ended:	31 March 2026 £'000	31 March 2025 £'000	31 March 2024 £'000	31 March 2023 £'000
Fair Value of Employer Assets	146,105	132,770	128,634	118,169
Present Value of Funded Liabilities	(105,961)	(99,632)	(115,229)	(115,851)
Net Surplus / (Underfunding) in Funded Plans	40,144	33,138	13,405	2,318
Unrecognised Asset Adjustment	(40,144)*	(33,138)*	(13,405)*	(2,318)*
Present Value of Unfunded Liabilities	(139)	(140)	(157)	(164)
Net Asset / (Liability)	**(139)**	**(140)**	**(157)**	**(164)**
Amount in the Statement of Financial Position – Assets / (Liabilities)	(139)	(140)	(157)	(164)

*An adjustment was required as the Net Pension Asset could only be recognised in the PBNI Statement of Financial Position (SoFP), if PBNI can gain an economic benefit from it, which is not the case.

10.4 Recognition in the Statement of Comprehensive Net Expenditure

Year Ended:	**31 March 2026** **£'000**	**31 March 2025** **£'000**
Current Service Cost (excluding Administration expense)	1,996	3,205
Administration expense	64	88
Past Service Cost (including curtailments)	3	-
Interest on net defined benefit liability	(78)	(72)
Pension expense recognised in statement of comprehensive net expenditure	**1,985**	**3,221**
Actual Return on Plan Assets	14,148	4,730

10.5 Reconciliation of Defined Benefit Obligation during the Accounting Period

Year Ended:	**31 March 2026**	**31 March 2025**
	£'000	**£'000**
Opening Defined Benefit Obligation	**99,772**	**115,386**
Current Service Cost	1,996	3,205
Administration Expense	64	88
Interest expense	5,679	5,447
Contributions by Members	1,032	1,119
Actuarial (Gains)/Losses	2,434	(20,421)
Past Service Costs	3	-
Estimated Benefits Paid	(4,880)	(5,052)
Closing Defined Benefit Obligation	**106,100**	**99,772**

10.6 Reconciliation of Fair Value of Employer Assets

Year Ended:	31 March 2026 £'000	31 March 2025 £'000
Opening Fair Value of Employer Assets	**132,770**	**128,634**
Interest income on assets	7,679	6,162
Contributions by Members	1,032	1,119
Contributions by Employer	3,035	3,339
Actuarial Gains / (Losses)	6,469	(1,432)
Benefits Paid	(4,880)	(5,052)
Closing Fair value of Employer Assets	**146,105**	**132,770**

10.7 Amounts for the Current and Previous Accounting Periods

Year Ended:	31 March 2026	31 March 2025	31 March 2024	31 March 2023
	£'000	£'000	£'000	£'000
Fair Value of Employer Assets	146,105	132,770	128,634	118,169
Present Value of Defined Benefit Obligation	(106,100)	(99,772)	(115,386)	(116,015)
Unrecognised Asset Adjustment	**(40,144)**	**(33,138)**	**(13,405)**	(2,318)
Surplus / (Deficit)	**(139)**	**(140)**	**(157)**	**(164)**
Actuarial Gains/(Losses) on Employer Assets	6,469	(1,432)	6,671	(17,644)
Actuarial Gains/(Losses) on Obligation	(2,434)	20,421	4,451	50,098
Unrecognised Asset Adjustment	(5,084)	(19,090)	(10,978)	(2,318)
Actuarial Gains / (Losses) recognised in SOCTE	**(1,049)**	**(101)**	**144**	**30,136**

10.8 Employer's contributions for financial year 2025-26 – 19%

10.9 McCloud Judgement

In 2025-26, the current service cost includes an allowance for an accruing McCloud liability over the full accounting period.

10.10 Guaranteed Minimum Pension Indexation and Equalisation

The accounting approach for 2025-26 is to include a liability for Guaranteed Minimum Pension (GMP) indexation for all members whose state pension age is after the 6 April 2016.

11. PROVISIONS – OTHER

PBNI has no provisions (other) as at 31 March 2026:

	2025-26 £'000	2024-25 £'000
As at 1 April	2	100
Provided in the year	-	-
Provisions not required written back	-	(39)
Provisions utilised in the year	(2)	(59)
As at 31 March	**-**	**2**

12. CASH FLOW ADJUSTMENTS FOR NON-CASH TRANSACTIONS

	2025-26 £'000	2024-25 £'000
Depreciation and amortisation charge	1,402	1,277
Non-cash pension costs	2,063	3,293
Pension provision borrowing cost	(78)	(72)
Provision expense	-	(39)
Profit on disposal of non-current assets	(1)	(2)
	3,386	**4,457**

13. LEASES

As explained in Note 1.7, PBNI adopted IFRS 16 'Leases' from 1 April 2022. PBNI lease contracts are all in relation to buildings that are used as PBNI operational offices.

13.1 Right of Use Assets

	2025-26 £'000	2024-25 £'000
Cost or valuation		
As at 1 April	2,705	2,177
Additions – new leases	58	528
Disposals	(782)	-
As at 31 March	**1,981**	**2,705**

Depreciation		
As at 1 April	1,541	1,024
Depreciation charge for the year	506	517
Disposals	(782)	-
As at 31 March	**1,265**	**1,541**
Net Book Value at 31 March	**716**	**1,164**

13.2 Lease Liabilities

A maturity analysis of contractual undiscounted cash flows relating to lease liabilities is presented below. The cash flows and balances are presented net of irrecoverable VAT.

	2025-26 £'000	2024-25 £'000
Right of use assets		
Buildings		
Not later than one year	287	482
Later than one year and not later than five years	296	522
Later than five years	82	128
	665	1,132
Less: interest element	(22)	(36)
Present value of lease obligations	643	1,096
Current portion	277	461
Non-current portion	366	635
	643	1,096

13.3 Amounts Recognised in Statement of Comprehensive Net Expenditure

	2025-26 £'000	2024-25 £'000
Variable lease payments not included in lease liabilities	-	-
Expense related to short-term leases	193	186
Expense related to low value leases (excluding short-term leases)	-	-
	193	186

13.4 Amounts Recognised in Statement of Cash Flow

	2025-26 £'000	2024-25 £'000
Capital element of lease payments	452	518
Interest element of lease payments	23	26
Total cash outflows for leases	475	544

14. CAPITAL COMMITMENTS

There is the following capital commitment at 31 March 2026:

	2025-26 £'000	2024-25 £'000
Electronic Case Management System	43	-
Electronic Whiteboards	-	8
Ormeau Road Office	-	47
Total	**43**	**55**

15. CONTINGENT LIABILITIES DISCLOSED UNDER IAS 37

NILGOSC Pensions - Injury to Feelings Claims

PBNI is a named Respondent in a class action affecting employers across the public sector who were part of the Nilgosc pension scheme. This is an extremely complex case with potential implications for a number of employers. However, given the complexities, the cases are still at an early stage of proceedings and until there is further clarity on potential scope and impact, a reliable estimate of liability cannot be provided.

Employment Tribunal claim

PBNI has received an employment tribunal claim in respect of discrimination owing to the length of PBNI's historic pay scales. This case has been stayed, subject to the outcome of a similar claim that is with the tribunal, as such further details in relation to the scope and quantum of the claim are still outstanding. As such, a reliable estimate of liability cannot currently be provided.

Other Legal Cases

PBNI is also managing a number of ongoing cases comprising contingent liabilities consisting of four compensation claims, two health and safety claims and three Pre-Action Protocols/Judicial Reviews. While legal proceedings have been initiated or it has been indicated that proceedings may be brought, they have not been provided for in the financial statements at this stage as these cases are not at a stage where costs can be readily estimated, or payment is not probable.

16. RELATED PARTY TRANSACTIONS OUTSTANDING

The Probation Board is a Non-Departmental Public Body sponsored by the DoJ. The DoJ is regarded as a related party for the year 2025-26. During the year, the Probation Board had various transactions with the Department and other entities for which the Department of Justice was regarded as the parent Department, i.e. NI Prison Service as disclosed in Note 4. To capture information on related party transactions, the Probation Board has circularised Board members and Senior Management. Due to the nature of the Probation Board's operations and the composition of the Board, it is inevitable that transactions will take place with organisations in which a member of the Board or Senior Manager may have an interest. All such transactions are conducted at arm's length and in accordance with the Probation Board's policies. The Register of Interests is available on the Probation Board website www.pbni.org.uk.

The following Related Party Transactions occurred during the year:

Board Members

Ms K Anthony – Ms Anthony is the Group Chief Executive of Inspire Wellbeing and the Executive Director of Carecall (known as Lena by Inspire), the latter which received payments totaling £29,667.60 for various counselling services during the financial year. Ms Anthony was not involved in the decision-making process in relation to the income received by Lena by Inspire. Ms Anthony is also a Council Member of the Open University, which received a total of £21,888.00 in 2025-26. Ms Anthony was not involved in the decision-making process in relation to this income.

Ms D Hunt – Ms Hunt is a non-executive (lay) member of the Northern Ireland Social Care Council (NISCC), which received a payment of £500.00 in respect of a funding contribution for school summit collaboration during the financial year. Ms Hunt was not involved in the decision-making process in relation to this income.

Mr M Mawhinney – Mr Mawhinney is a non-executive director of the Business Services Organisation, which received payments totaling £7,200.00 for the delivery of a training course to PBNI staff during the financial year. Mr Mawhinney was not involved in the decision-making process in relation to this income.

Ms B Mongan - Ms Mongan is a non-executive (registrant) member of the Northern Ireland Social Care Council (NISCC), which received a payment of £500.00 in respect of a funding contribution for school summit collaboration during the financial year. Ms Mongan was not involved in the decision-making process in relation to this income.

Senior Managers

Mr S Hamilton – Mr Hamilton is a fitness to practice member of the Northern Ireland Social Care Council (NISCC), which received a payment of £500.00 in respect of a funding contribution for school summit collaboration during the financial year. Mr Hamilton was not involved in the decision-making process in relation to this income.

17. FINANCIAL INSTRUMENTS: DISCLOSURES

IFRS 7, Financial Instruments: Disclosures, requires disclosure of the role which financial instruments have had during the year in creating or changing the risks an entity faces in undertaking its activities. Due to the non-trading nature of its activities and the way in which executive Non-Departmental Public Bodies are financed, the Probation Board is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which IFRS 7 mainly applies. The Probation Board has no powers to invest funds and has limited year end flexibility.

Financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks facing the Office in undertaking its activities. As permitted by IFRS 7, receivables and payables which mature or become payable within 12 months from the statement of financial position date have been excluded from this disclosure.

Liquidity Risk

The Probation Board's revenue resource requirements are financed by resources voted annually by the NI Assembly, just as its capital expenditure largely is. The Probation Board is not therefore exposed to significant liquidity risk.

Interest Rate Risk

The Probation Board has no loans on which interest is payable and is therefore not exposed to any significant interest rate risk.

Foreign Currency Risk

The Probation Board has no foreign currency income and expenditure is restricted to secondee payments and some other operating costs. It is not therefore exposed to significant foreign currency risk.

Fair Values

PBNI operates an Assisted Car Purchase Scheme for officers designated as essential car users for the purpose of their post as set out in their terms and conditions for employment and in the Probation Board (Northern Ireland) Order 1982. The book values and fair values of the Probation Board's financial assets and financial liabilities relating to the Assisted Car Purchase Scheme are set out below:

18. FINANCIAL ASSETS

			2025-26 £'000		2024-25 £'000
Balance brought forward			22		26
Additions			22		12
Repayments			(22)		(16)
			22		22
Current assets			11		14
Non- current assets			11		8
			22		22

19. EVENTS AFTER THE REPORTING PERIOD

There are no events later than the reporting date to disclose.

Date of authorisation for issue

The Accounting Officer authorised the issue of these financial statements on 29 June 2026.

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