Corporate Plan
2011-2014

Making local communities safer by challenging and changing offenders' behaviour
“Being tough on reducing re-offending is not being soft on offenders.”

House of Commons Justice Committee (December 2009).
Foreword

We are proud to present the Probation Board’s Corporate Plan for 2011-2014 which builds on our strong record of achievement over three decades.

The years from 2011 to 2014 will pose many challenges for the organisation. In addition to the day to day task of dealing in a professional way with offenders and victims, we will have to respond to significant changes.

First, the Probation Board for Northern Ireland (PBNI) is now operating to a local Minister and is subject to scrutiny by the Northern Ireland Assembly. The Northern Ireland Executive’s Programme for Government provides the context for our work, and the Minister of Justice has commissioned several reviews, as well as a number of public consultations and initiatives, which will have a direct and indirect impact on PBNI.

Secondly, the whole public sector faces unprecedented financial pressures and the obligation on PBNI to deliver value for money has never been greater.

Thirdly, a public consultation on community sentences has been completed, and we look forward to future debates and discussions about how community sentences are used, and what could be done differently to challenge and change offenders’ behaviour to make people feel safer and have more confidence in the Criminal Justice System.

We believe that probation is pivotal to, and a critical part of, the criminal justice process, working with police, courts, prisons, youth justice, the voluntary and community sectors, local communities and with the Department of Justice at the centre of the process. This means that the relationship between PBNI and the Department of Justice must be a very close one which will need to evolve further over the period of this Corporate Plan if we are, together, to respond successfully to the challenges outlined above.

Finally, we want to place on record our gratitude to the highly committed and dedicated staff throughout PBNI for all their efforts. Their quiet professionalism and consistency contributes enormously to the low reoffending rates of offenders in Northern Ireland and has helped thousands of people to live more positive lives.

We look forward with confidence to working with others over the next three years to make Northern Ireland a safer place.

Ronnie Spence
Chairman

Brian McCaughey
Director of Probation

Making local communities safer by challenging and changing offenders’ behaviour

The Probation Board contributes to reducing offending and making local communities safer through supervising offenders subject to court orders and engaging with individuals to challenge and positively change their behaviour.
Peter's Probation Officer reflected on the progress he had made

"Peter was keen to utilise the skills that were introduced on the programme to help him address the problems in his life. He offered examples of problems and was able to come up with ideas about addressing the issues and obstacles that could impede his goals. Through discussions with Peter, home visits and feedback from the police I am aware that he has not been reconvicted during the Probation Order and his assessed likelihood of re-offending has been reduced to low on completion of the Order."

At the end of this Probation Order, Peter said

"I am glad I got probation as I have learnt plenty from it - I think about the decisions I am making and make better choices and consider the consequences of my actions. I feel more content with myself and can manage my finances. My plan for the future is to get married and continue to have a settled lifestyle. I am determined not to re-offend as I have too much to lose."
1. Ensuring sentence compliance means that PBNI will hold offenders to account in terms of keeping to the requirements of a court order or conditions of a licence and will take appropriate enforcement action where there is evidence of non-compliance.

2. Challenging offending means PBNI will engage with offenders in order to produce positive changes in attitudes and behaviours which will impact on and reduce their likelihood of offending in the future. This involves supporting the offender to commit to change through constructive and effective interventions.

3. Minimising harm means that PBNI will contribute to community safety through the appropriate and proportionate use of constructive and restrictive measures and controls to minimise the risk of harm to others and promote the safety of victims. This work is undertaken within multi-agency risk management arrangements.

4. Promoting responsible citizenship means that PBNI will support offenders to become more responsible citizens and better integrated into the community. This work involves PBNI enabling offenders to access appropriate services, promoting social inclusion of offenders and assisting them to make positive choices about their own behaviour.

The focus of all of the work undertaken by the Probation Board is to reduce offending. These elements will be incorporated into all of the work undertaken by PBNI staff. However, we recognise that we are dealing with people, and therefore we assess each individual’s risks and needs to put in place a programme of work which aims to reduce their likelihood of offending in the future.
The main strands of our work are to:

- Assess convicted offenders and annually prepare over 9,700 reports for Courts, Parole Commissioners and others
- Supervise over 4,600 offenders subject to a range of court orders and sentences at any given time
- Deliver behavioural change programmes for offenders in custody and in the community covering areas such as violent offending, sexual offending and drug and alcohol misuse
- Provide a Victim Information Scheme to any person who has been the direct victim of a criminal offence where the offender is subject to supervision by PBNI
- Work alongside statutory and other partners to minimise the risk of harm posed by offenders

Of those offenders who make up our caseload, 91% are male and 9% are female; 65% are aged 34 years and under. The work that PBNI engages in is making a difference. Northern Ireland has the lowest re-offending rates in the United Kingdom. Statistics contained in the 2011 Department of Justice consultation on community sentences show that three out of four people who started their probation order in 2007 did not re-offend within one year. The same proportion, three out of four people, given community service orders did not re-offend within one year.

The unique contribution of PBNI to the Northern Ireland Criminal Justice System is the assessment of an individual’s risks, needs and strengths. PBNI provides services at all stages of the criminal justice process – at court, in custody and in the community. Within PBNI, these evidence-based risk assessments are conducted within a best practice framework supported by Northern Ireland Standards. Probation employs highly skilled staff who are supported through the provision of training, management oversight and direction.

PBNI has a responsibility to communicate in an open, honest and meaningful way with a range of groups in order to build greater confidence in the Criminal Justice System. It is important that the public understand fully what it is we do and why we do it. PBNI engages offenders in a programme of work to address their offending behaviour and the consequences of their actions for others, including victims. Our work is about reducing offending but the risk of further offending and the harm this causes to others can never be eliminated. If offenders persist in failing to abide by the court order or licence, they can be returned to court to be dealt with by a sentencer or returned to custody.

One of the challenges PBNI faces in performing its work is meeting expectations. This includes the expectations of sentencers and Parole Commissioners, who wish to have timely, quality reports to assist them in making decisions; victims, who want to understand what being on probation means; offenders, who need to comply with the requirements of their order or licence; and local communities, who want to be confident in how PBNI is performing its role.

While independent evidence shows that supervision by PBNI is one of the most effective ways of preventing future offending, we know from questions asked about PBNI in the September 2009 Omnibus Survey that four in 10 people think PBNI is fairly or very effective in its supervision of offenders, and a further four in 10 people were undecided in their views. In contrast, of those people surveyed who had direct contact with the organisation, just over three quarters (76%) were satisfied or very satisfied with the services they had received.
In the period 2008-2011, significant developments in how PBNI delivers its services included:

Alliances and Partnerships
• New Policy and Procedures for Partnership Working
• Public Protection Advisory Group (PPAG)(North/South Forum) established and workplan delivered
• Protocols for Information Exchange in Relation to Sex Offenders North/South implemented
• Electronic Monitoring implemented
• Restorative Interventions Pilots completed
• Over 270 partner organisations in delivering Community Service
• Community Development Funding - £1.3 million per annum delivered
• Seminar on Reducing Offending (March 2010)
• North/South Practice Seminar (November 2010)

During the past three years, PBNI has
• Delivered 17,600 Pre-Sentence Reports to courts
• Supervised approximately 14,000 court orders
• Provided services to 450 people registered with the Victim Information Scheme
• Received 3 audit reports with a substantial level of assurance
• Received 19 audit reports with a satisfactory level of assurance
• Delivered its core services and undertaken developmental work within budget

Assessing the Risk Posed by Offenders
• Co-located Public Protection Team established
• Rural Intensive Supervision Units established
• Priority Youth Offender Project commenced
• Public Protection Sentences in operation
• Offender Management Model arrangements implemented in prisons
• Practice Manual for Public Protection Arrangements implemented
• Revision and implementation of PBNI Standards for report writing and supervision
• Increased use of Specific Sentence Reports
• Stable and Acute (SAO7) Assessment of Sex Offenders piloted and implemented
• Victims’ information provided to Parole Commissioners
• Serious Further Offending procedures revised and implemented

Changing Offenders’ Attitudes and Behaviours
• Offending Behaviour Programmes available to address
• Violence/Anger
• Sex Offending
• Domestic Violence
• Alcohol/Drugs
• Victim Awareness
• Restorative Intervention
• General Offending
• INSPIRE Women’s Project commenced
• Revised Community Service Strategy launched

Public Understanding and Confidence
• Media interviews, radio and newspaper coverage increased
• Meetings with elected representatives
• Meetings with Ministers
• Meetings with Justice Committee
• Survey of MLAs conducted
• Introduction of Briefing Papers
• Revamped Probation News
• Stakeholder Engagement Bulletin

Organisational Excellence
• New Senior Management Structure introduced
• Review of Organisational Structure conducted
• Workforce Planning implemented
• Staff training
• Estates Strategy – new offices
• Investors in People Reaccreditation
• Equality Monitoring of Offenders introduced
• Staff Survey evidencing improvement in key areas
• Offender Survey undertaken
• Reduction in sickness leave
• Procurement of new Electronic Case Management System commenced

All of these developments were achieved within the budget allocated to PBNI, and in tandem with increasing demands for PBNI services. Over the past three years there has been an increased demand for reports, services in custody delivered by PBNI, and an increase in the number of orders and licences requiring PBNI supervision in the community.

In the last PBNI Corporate Plan, covering the period from April 2008 to March 2011, the organisation identified five Strategic Priorities under which subsequent Annual Business Plan objectives were organised. The three PBNI Business Plans for this period contained a total of 60 objectives.
Achievements 2008-2011

in pictures...

David Ford, Minister of Justice meeting with members of the Criminal Justice Board at PBNI.

Working in partnership through community service.

Director’s visit to Public Protection Team.

Members of the Probation Board for Northern Ireland.

The Ulster Unionist Party’s Danny Kinahan visiting the Ballymena office.

PBNI staff at the Public Protection Advisory Group Seminar in Dublin.

Promoting the philosophy and principles of restorative justice.

Community Service assisting Riding for the Disabled.
Guiding Principles and Values

PBNI believes that:

- When we are challenging and changing offender behaviour:
  - People have the capacity to change for the better; some may need help to do so.
  - We should engage purposefully with offenders, always prioritising public protection and victims’ interests.
  - Services are delivered to offenders based on individually assessed risks, needs and capability.
  - We hold offenders responsible for their actions and, where possible, they should make good the harm they have done.

- When we are carrying out our work:
  - The knowledge, skills and commitment that our staff demonstrate is fundamental to success.
  - We are committed to using research and evidence-based effective practice to inform all our work.
  - We can be more effective when working in partnership with other departments, agencies, service providers and local communities.
  - Respect for one another and the recognition and acknowledgement of the contribution of colleagues is essential.
  - We value diversity and difference and treat people with respect.
  - Everything we do will be underpinned by equality, openness, fairness, honesty and integrity.

Resources

The Probation Board currently employs approximately 386 staff (whole time equivalent) who work in various locations throughout Northern Ireland and in each of the prison establishments.

The Department of Justice has approved the following level of resources for the Probation Board over the next three years:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>REVENUE</th>
<th>CAPITAL</th>
<th>CAPITAL RECEIPTS*</th>
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<tr>
<td>2011-2012</td>
<td>20,197</td>
<td>500</td>
<td>-</td>
</tr>
<tr>
<td>2012-2013</td>
<td>19,631</td>
<td>500</td>
<td>(210)</td>
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<tr>
<td>2013-2014</td>
<td>19,306</td>
<td>500</td>
<td>(665)</td>
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*Relates to anticipated proceeds of sale of assets.

PBNI will also receive funding from the Northern Ireland Prison Service for services delivered in prisons. This is determined annually based on service level agreements with each prison establishment.
Ann, a 40 year old single female, was the victim of a random street assault in 2004 resulting in facial wounds. She had never been a crime victim before and had to take four months off work. The individual who committed the offence was given a Probation Order which involved attendance at an Anger Management Programme. This is Ann’s response to a visit from a PBNI Victim Liaison Officer.

“Thanks for your visit. I was nervous before you came – and angry. I thought you would be more concerned about him – the guy who assaulted me – than me. But the police had sent me your leaflet and I thought, “why not”? I wanted to know what was happening to him. I wanted him to know how I felt about what he had done. He had been given a Probation Order, whatever that is, and some programme too. He hadn’t cared much about his behaviour with me! He’d probably not care about a Probation Order.

So I was ready when you came. I needed you to hear some of my pain and feel my anger and I wanted you to know he is capable of really bad stuff. In the end, it was just good to talk and be listened to, even when I got upset and I felt you understood how the past two years have been for me. You explained about supervision and the programme. Maybe being held to account will help him change. If he has to think about what he did and how I felt, maybe he won’t do it again to someone else.

You gave me information about where to get help with other problems. That really helped too. I have asked to be kept informed if he goes back to court. I believe you will keep your word… Thanks.”
Following the devolution of Justice to the Northern Ireland Assembly, progress has been made in key areas which have a direct impact on PBNI. This includes:

- The passing of the Justice Act (Northern Ireland) 2011, containing measures relating to safer communities, victims and the effectiveness and efficiency of the Justice System
- A consultation on community sentences
- An Inter-Departmental approach to reduce offending, including an Offender Management Strategic Framework
- The integration of District Policing Partnerships and Community Safety Partnerships, alongside the publication of a Community Safety Strategy
- The Shared Future Agenda

Other notable recent developments in the Criminal Justice arena include the publication of a Strategy on the Management of Women Offenders and Women who are vulnerable to Offending (October 2010), the ongoing Review of Prisons (reporting in 2011) and also the Review of Youth Justice.

The Department of Justice has also initiated a Reform Programme to consider opportunities for modernisation. These developments, coupled with ongoing consultations on sentencing guidelines mechanisms and financial settlements, present a challenging policy context for the work of PBNI over the next three years, and an environment in which the pace of change is likely to increase.

The Probation Board launched a number of new partnership initiatives in the period of the last Corporate Plan, including the INSPIRE Women’s Project and the Priority Youth Offender Project. Following the evaluation of these approaches, PBNI will consider the most effective and efficient way to provide interventions to these particular types of offenders in order to reduce re-offending.

Analysis of offenders subject to PBNI supervision has shown that, compared to the general population in Northern Ireland, they are twice as likely to live in areas of high deprivation. This is particularly evident when deprivation is measured in terms of income, employment and education/skills.

While the level of crime in Northern Ireland remains around two-thirds of that in England & Wales, and the trend in crime is downward, recent surveys show that members of the public are fearful of crime and perceive that crime is going up. PBNI recognises that it has a role to play in helping people to feel safer in their local communities. Recent results (September 2009 Omnibus survey) show that 65% of 1,201 people surveyed were aware of the work of the Probation Board. Of the people that had direct contact with the organisation, 76% were satisfied or very satisfied with the service they received and 66% thought that PBNI made a positive contribution to local communities.

Much of what PBNI will be able to achieve in the next period will be governed by the level of resources made available to it. As a public service, PBNI seeks to demonstrate value for money in all its activities, and this will be a continuing priority for the Board’s current and any future responsibilities.

More generally, the debate about the most appropriate way to handle offenders has accelerated since the UK general election in May 2010. This has been followed by a discussion in Northern Ireland about the value of short term prison sentences and also the purpose of community sentences. PBNI welcomes this debate, and the opportunity to demonstrate how its approach helps to make local communities safer.
The new initiatives and projects which will be undertaken by the Probation Board in the next three years are set out on the following pages. For clarity, this work has been organised under a number of key themes set out below.

1. Criminal Justice Strategy and Policy
2. Effective Probation Practice
3. Helping to Make Local Communities Safer
4. Communications and Engagement
5. Continuous Organisational Improvement

Strategic Theme 1: Criminal Justice Strategy and Policy

“"If we are serious about reducing crime and making our communities safer, then we must be imaginative in how we reduce offending.”

David Ford, Minister of Justice (29 October 2010).

To contribute to the development, and implementation, of the Department of Justice Offender Management Strategic Framework and to influence policy and legislation in respect of criminal justice and other issues which impact on crime.

Analysis

Many people who offend have serious health, mental health and other problems, including alcohol and substance abuse issues, low levels of literacy and skills, a poor employment record, housing needs, personal relationship and behavioural/personality-based difficulties. Addressing these issues is central to the reduction of re-offending and will need to take account of policy and practice in other jurisdictions across these islands and on an international basis.

The Minister has committed to a “comprehensive reducing offending strategy to reshape fundamentally our approach to tackling the factors leading people into criminal behaviour and the obstacles that hinder them from moving away from it.” PBNI has long supported the need for such a strategy and will commit the appropriate resources to assist and advise the Department of Justice drawing on our three decades of experience working in this area.

PBNI will contribute to the development of Criminal Justice policy and legislation. This will include considering options for new Community Sentences, delivering on new justice legislation and engaging with stakeholders developing associated policies which impact on crime, victims and offenders. Progressing this work will assist in reducing the likelihood of re-offending and also in promoting responsible citizenship.

- To contribute to the development and implementation of an inter-departmental Reducing Offending Strategy
- To deliver our responsibilities as outlined in any future justice legislation
- To contribute to formulation of new policy initiatives including increasing the range of Community Sentencing options available
- To seek to contribute to policy development in other areas of the Executive’s responsibility that impact on crime
- To further develop best practice learning and co-operation across European jurisdictions, including the implementation of the Framework Decision on the mutual recognition of probation sanctions

Minister of Justice and Law Reform, Dermot Ahern TD speaking at a cross-border criminal justice ministerial group in Dublin (12 November 2010).
Corporate Plan 2011-2014

PBNI works with a broad range of offenders within the community and each of the prison establishments. The core task of PBNI is to assess the risk, needs and strengths of offenders, compile assessment reports and supervise offenders subject to court orders and licence conditions. PBNI is committed to working effectively with offenders and engage with victims to reduce offending.

The implementation of PBNI’s Best Practice Framework based on international research will provide continuing focus and direction to staff. This approach will enhance the quality of the engagement with offenders to bring about positive change and thereby reduce the likelihood of re-offending. Progressing work under this strategic theme will enhance PBNI’s performance in the four core elements of its work.

- To implement the Best Practice Framework, supported by a revision of NI Standards and incorporating international research
- To engage offenders in effective interventions and positively change attitudes and behaviours
- To define and report on quality and outcome measures to ensure effectiveness
- To develop resettlement strategies in conjunction with the further development of Offender Management within prisons
- To implement a PBNI Victim Offender strategy

“Since the process of giving up crime is different for each person, criminal justice responses need to be properly individualised. One-size-fits-all approaches run the risk of fitting no-one.”
Fergus McNeill and Beth Weaver, Changing Lives? Desistance Research and Offender Management (June 2010).

“The job is not primarily about meeting targets, or satisfying business cases, or enforcing community punishments, or breaching those who do not comply with orders, or risk assessments. These may all be part of the job, but if building relationships is not at the heart of the exercise, the exercise will be likely to fail.”
Professor Andrew Coyle, A Window of Opportunity: Towards a safer Northern Ireland (29 July 2010).

PBNI has a tradition of working within and within local communities and we deliver services from all major towns in Northern Ireland. We recognise the value of working in partnership with others in the community.

PBNI will continue to make a significant contribution to the multi-agency arrangements which aim to protect the public and minimise harm from those offenders who pose the greatest risk.

- To make effective and consistent contributions to the range of initiatives that exist to make local communities safer
- To seek opportunities with all sectors to review and develop innovative services to reduce offending
- To work with statutory partners and relevant others to minimise harm
- To enable offenders to become more responsible citizens, integrated within their local communities
- To introduce a Mentoring and Volunteering Scheme

“There is no doubt that the work undertaken under community service is positive, socially useful and of benefit to the community.”
An Inspection of the Probation Board for Northern Ireland Community Service Scheme CJI (March 2010).

“At the end of the day they can stand back and take a certain amount of satisfaction from what they’ve done during the day. They work hard.”
John Burrows, Community Service Supervisor.
Belfast Telegraph (3 December 2009).

“This is a vital service based within the community (to) try to ensure our community is free from crime and the fear of crime.”
Dungannon Deputy Mayor Cllr Pat Daly on opening of new PBNI office in Dungannon (10 September 2010).
Michael was sentenced to a Community Service Order for offences of disorderly behaviour, assault and resisting arrest. His Community Service Order required him to complete 200 hours of unpaid work. Michael commenced his order working with a PBNI Supervisor two days after his Court appearance.

Initial assessment indicated that he had a number of difficulties and suffered from mental health issues, however his GP certified him fit for work. Michael was instructed to work two days per week. Since being sentenced he has completed 160 hours. Feedback from his supervisor has been very positive and he has undertaken painting and decorating.

More recently he moved out of the squad to work in a placement with a local church and successfully completed his order with this local placement.
It is very important that the public understand the work carried out by the Probation Board. While inroads have been made in explaining the often complex and sensitive work carried out by Probation Officers and other members of staff, there is a need to broaden the understanding of our work amongst the media, public representatives, community and voluntary groups, local communities and other key stakeholders.

It is important that people understand what we do and just as importantly what we don’t do. There is a need to have honest and meaningful engagement with a range of groups in order to build greater confidence and demonstrate our key role within the Criminal Justice System in Northern Ireland. Over the coming three years there will also be emphasis on enhancing and further improving our internal communications and ensuring that appropriate fora are in place to support effective two-way communication within PBNI.

To broaden understanding of our work.

- To enhance awareness of PBNI’s work among key stakeholders
- To continue to build awareness of PBNI within local communities
- To develop the use of social media and other creative methods to communicate with a diverse range of groups in Northern Ireland and beyond
- To enhance internal communications by developing opportunities for dialogue within the organisation

Strategic Theme 4
Communications and Engagement

"The public needs to be made aware that a tough outcome in terms of sentence length may not equate to an effective outcome in terms of the reduction of crime."

"66% of people who had direct contact with PBNI think the organisation makes a positive contribution to local communities.”
Omnibus Survey (September 2009).

Strategic Theme 5
Continuous Organisational Improvement

"It could be a watershed moment, shifting the focus from talking tough to concentrating scarce public funds on what works.”
Geoff Dobson, Prison Reform Trust (December 2010).

“I feel that overall PBNI is an excellent organisation to work for. Everyone is doing a very important job and should take a bit more pride in the contribution and difference they make.”
PBNI Staff Survey (June 2008).

To efficiently and effectively carry out our statutory responsibilities within the resources available and to continuously strengthen the organisation’s performance.

- To have strategies and policies that will enable the organisation to optimise its staff effectiveness in a changing environment
- To review workflows and related business processes to ensure that PBNI is as efficient and effective as possible in all aspects of its work
- To achieve quality benchmarks and demonstrate value for money by measuring performance against recognised indicators
- To build on the PBNI Resource Strategy to ensure innovative solutions to accommodation and technology services
- To explore the possibilities where shared services might meet our business needs

Building on our achievements of the last Corporate Plan, PBNI will continue to strive for continuous improvement including seeking to achieve maximum value for money, ensuring that all aspects of its operations are fit for purpose thereby enabling staff at all levels to optimise their contribution. We will seek to demonstrate the values of the organisation in all that we do.

In order to do this PBNI will do the following: review its structure, examine its business processes, ensure that its Human Resource strategies and policies will support organisational change and performance, and investigate the scope for sharing services.

In times of change, we will continue to strive for an organisation of excellence through seeking to continuously improve. To invest in our people, we will progress initiatives to recognise, support and value staff and teams, have efficient and effective systems and processes in place that are fit for purpose and develop skills necessary to build on organisational capability and performance.
Suzanne is a 48 year old mother of two and was convicted of offences related to benefits. She is also a victim of physical and sexual abuse. Suzanne received a one year Probation Order and has been attending the Inspire Women’s Project since it opened in January 2010.

“I got Probation cos I was caught doing the double, a year ago. The judge seen my history. He decided then that Probation would be the right road for me to go on.”

Suzanne has completed a number of courses during her year’s probation including debt management and has achieved a number of qualifications. She says the experience has changed her life.

“I believe that I wouldn’t be here if I hadn’t been put on Probation, I wouldn’t be here the day. I would be in a dark hole sitting in the ground somewhere but I know now that I can go to a different place and I can be a different person. I also know that I can achieve all my goals.”

Suzanne has successfully completed the Probation Order and did not re-offend during the Order.

“"The Inspire Project is a practical example of how, through working in partnership, re-offending behaviour is being challenged."”

David Ford, Minister of Justice (13 April 2010).
As a public service, PBNI is held accountable for how effectively we carry out our statutory responsibilities, live within our resources and demonstrate value for money. Evidence of organisational performance is also provided by the results of internal and external audit; PBNI also has in place a programme of internal reviews to monitor performance improvement. Criminal Justice Inspection Northern Ireland has a planned programme of inspections and reviews which also report on the organisation’s performance, both in terms of a particular function, or as part of the wider functioning of the Criminal Justice System in Northern Ireland.

The results we achieve will also contribute to the over-arching objectives of the Justice System set out by the Northern Ireland Executive, and specifically to the Public Service Agreement targets within the Department of Justice contributions to the Programme for Government.

The primary contribution of the Probation Board to wider Criminal Justice System targets is in the reduction of re-offending. Through the provision of best practice probation services, PBNI seeks to reduce the frequency and seriousness of future offending of those under supervision.

In seeking to achieve continuous improvement in organisational performance, progress against the following key indicators will be measured over the next three years:

- The quality of PBNI supervision
- The level of satisfaction with PBNI services (public, sentencers, victims and offenders)
- The level of staff satisfaction
- The level of re-offending of those under PBNI supervision
- Value for money

Further evidence of success will be:

- PBNI’s effective contribution to the development of justice policy
- The evaluation of new initiatives and pilots introduced in the next three years
- The successful transfer of cases across jurisdictional boundaries
- The delivery of all services within a Best Practice Framework
- Having relationships with the voluntary, community and other sectors to assist us carrying out our responsibilities; including exploring the scope for generating income from other sources
- The implementation of a Victim Offender Strategy
- Having improved our knowledge regarding the effectiveness of our interventions and incorporating learning from other jurisdictions
- The introduction of a Volunteering and Mentoring Programme
- An increased understanding of the role of PBNI in the Criminal Justice System
- The completion of a systematic review of workflow in PBNI
- The achievement of Quality Awards

The Probation Board has 13 members, including a Chairman and Deputy Chairman.

The role of the Board is to set the strategic direction of the organisation, and to hold the executive to account for organisational performance.

The Board meets on a monthly basis, and has established two Committees, the General Purposes Committee and the Audit Committee.

The Audit Committee meets on a quarterly basis. This Committee supports the Board in its responsibilities for issues of internal control, risk management and corporate governance, by overseeing the planned activity, results and reports from internal and external audit. The Committee reviews the reliability and integrity of the assurances provided in these reports to assist the Director and Board.

Senior Directorate

The Senior Directorate of PBNI is:

- Director
  - Mr B McCaughey
- Deputy Directors
  - Mr P Doran
  - Ms C Lamont
  - Mr D van der Merwe

Constitution and Membership

The Probation Board for Northern Ireland is an executive non-departmental public body (NDBP) which was established by the Probation Board (Northern Ireland) Order 1982.

Chairman
- Mr R Spence CB
- Mr J Quinn

Board Members
- Mrs L Jennett
- Mrs H McCartan
- Mr J McKeever MBE
- Mr J McNeill
- Mr B Mooney
- Mrs M O'Rourke
- Mr W Osborne
- Mrs V Patterson MBE
- Mr D Rose
- Mr M Wardlow
- Dr R Wilson

This section explains the progress PBNI wishes to make over the next three years; more detailed targets, timescales and metrics linked to specific objectives will be incorporated into Annual Business Plans.

Measuring Success

This section explains the progress PBNI wishes to make over the next three years; more detailed targets, timescales and metrics linked to specific objectives will be incorporated into Annual Business Plans.
An Annual Report and Accounts is published and laid before the Northern Ireland Assembly. The Permanent Secretary, who is the principal Accounting Officer of the Department of Justice, has designated the Director of Probation as the Board’s Accounting Officer.

The Director of Probation is also a member of the Criminal Justice Board in Northern Ireland.

Accountability

The Management Statement with its associated Financial Memorandum sets out the relationship between the Sponsor Department (the Department of Justice) and the Probation Board. It defines the framework within which the Board will operate by describing its aims and objectives, arrangements to secure full accountability and the Board’s and the Department’s respective roles and responsibilities.

Corporate Planning Consultation Findings

In deciding on the organisation’s priorities for the next three years, PBNi conducted a public consultation from August to October 2010. In this period, as well as providing a Consultation Document on our website, we also sent it to consultees, and provided a number of opportunities for interested organisations and individuals to meet with us face to face.

A series of meetings were held, including five public meetings (Ballymena, Enniskillen, Londonderry, Cookstown and Belfast), four staff events, three focus groups with offenders under supervision, a meeting with victims’ representatives and a series of bilateral meetings with partner organisations across the public, voluntary and community sectors. More than 230 people participated in the consultation process.

Some of the key themes emerging from the consultations were:

• Recognition and appreciation for staff in PBNi and work currently undertaken by the organisation
• The continued importance of PBNi working in local communities
• Partnerships with voluntary and community organisations could develop further
• The value of using local media to help the public understand more about the organisation

A fuller account of the range of consultation responses received, both in writing and from face to face meetings, is available from PBNi’s website, www.pbn.org.uk

A group discussion at the Londonderry event
A **Combination Order** is a sentence that combines a Probation Order and a Community Service Order. The period of Probation supervision can last from 1 to 3 years. The Community Service part of the Order can range from 40 to 100 hours.

A **Community Service Order** requires an offender to do unpaid work in the community. It may be given to someone 16 or over if the offender consents, and lasts between 40 hours and 240 hours.

A **Custody Probation Order** requires an offender to serve a period of imprisonment followed by a period of supervision in the community (the period of supervision will be 1 to 3 years commencing on date of release), and is unique to Northern Ireland. This order cannot be made unless the offender consents.

A **Determinate Custodial Sentence** requires an offender to serve a period of imprisonment followed by a period of supervision in the community. The court will specify the length of both custody and community supervision at sentencing.

An **Extended Custodial Sentence** may be given at court if the offender has been convicted of a specified or serious offence. The court must be of the opinion that there is a significant risk that the offender will re-offend and that such re-offending is likely to cause serious harm to members of the public. The court will specify the maximum length of custody and length of time to be served on licence into the community.

An **Indeterminate Custodial Sentence** may be given at court if the offender has been convicted of a specified or serious offence, where a life sentence is not appropriate but an Extended Custodial Sentence is not sufficient. The court must be of the opinion that there is a significant risk that the offender will re-offend and that such re-offending is likely to cause serious harm to members of the public. The court will specify the maximum length of custody that an offender must serve before being released on licence into the community.

A **Juvenile Justice Centre Order** requires a young offender (aged between 10 and 17 years) to spend time, normally three months, in a Juvenile Justice Centre and then be supervised in the community by a probation officer, normally for three months.

A **Life Sentence Licence** means an offender serving a life sentence will be released from custody on licence. An individual must comply with the conditions of his licence in order to remain in the community and not be returned to custody.

A **Probation Order** can last between 6 months and 3 years, and puts the offender under the supervision of a Probation Officer for that period. The order may have extra requirements. Offender consent is required.

A **Sex Offender Licence** – article 26 of the Criminal Justice (Northern Ireland) Order 1996 makes provision for offenders sentenced for a sexual offence to be released on licence under the supervision of a Probation Officer.