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Chairman's Foreword

Vilma Patterson MBE
Chairman



Over the course of this corporate planning process the Probation Board for Northern Ireland has sought to engage and consult with more organisations and groups than ever before. We have met with criminal justice partners. We have held discussions with community and voluntary organisations, elected representatives and talked with our staff and trade union organisations.

We have used social media and other fora that we participate in including the victims' advisory group and service users groups, to encourage people to talk to us about their experience of probation. We have listened carefully, and this corporate plan reflects the views that have been expressed to us about how probation should seek to develop and shape its services over the next number of years.

A common theme in the responses was probation's important role within local communities. We provide funding through

our community grant scheme, unpaid work in the community through community service and we are now designated members of Policing and Community Safety Partnerships. That work at local level is vital in ensuring there is a co-ordinated response to dealing with local problems and improving community safety.

PBNI's strength lies not only in working to rehabilitate and resettle offenders but in its ability to reach local communities. In this document we have included individual real life stories which aim to explain how we work to rehabilitate and challenge and change offenders' behaviour. The individual stories and narratives are powerful testaments to the value of probation in changing lives to make Northern Ireland safer.

You will also see in this document that over the coming years the Probation Board will focus on areas such as developing restorative practices, sharing its experience of dealing with mental health and addictions, developing innovative ways of using grants to

the voluntary and community sector to support work with offenders and using our expertise in the rehabilitation and resettlement of offenders to influence strategic direction and policy formulation.

To set the work of probation in context it is important that I highlight two key points about probation practice and delivery in Northern Ireland which, I believe, underpin the work and impact probation has here, with the needs of victims to the forefront of our work.

The first is that probation practice is delivered, informed, influenced, shaped and underpinned by social work practice. This structure enables holistic offender management involving the family and community and the welfare of the offender. This also tackles and addresses negative behaviours, which contribute positively to reducing reoffending and therefore reducing the number of victims of crime. I believe that this cannot be separated from the high performance PBNI demonstrates.

Secondly, the structure of the Probation Board provides an independent service with appropriate governance, challenged and informed by public representatives on the Board. This introduces a level of accountability to which staff must report on operational outcomes. This is to its benefit and enables greater flexibility including further collaborative working with a wide range of sectoral organisations.

Through this Corporate Plan 2014-2017 we will seek to work with the Department of Justice in ensuring the necessary resources are provided for the organisation to deliver on the effective and vital role probation carries out in line with the Minister's policy area and the Programme for Government.

The positive outcomes of the last Corporate Plan are testament to the leadership and commitment and hard work of the probation staff. I would like to pay tribute to the work of the current (Acting) Director of Probation Cheryl Lamont and all the staff who work day and daily to provide an essential service to communities throughout Northern Ireland.

Finally I would like to express my appreciation of the work of the Board Members who use their diverse knowledge and experience in providing oversight and strategic vision to the Probation Board for Northern Ireland.

Director's Foreword

Cheryl Lamont
(Acting) Director



The Probation Board for Northern Ireland is engaged in changing the lives of offenders for safer communities. Throughout this document you will gain an insight into the range of work carried out by probation staff. That work includes supervising offenders, delivering over 185,000 hours of unpaid work per annum through community service, preparing court reports and delivering behavioural change programmes. In addition PBNI works directly with victims of crime. Our fundamental goal and focus is helping create safer communities.

To date PBNI has made significant progress in contributing to community safety. It has established itself as a key player within criminal justice and a crucial partner in efforts to reduce offending and crime in communities. This is reflected in the Criminal Justice Inspection Northern Ireland (CJI) report on community supervision published in 2013, which showed PBNI to be

an effective organisation which understands and accepts its role in delivering public safety and reducing reoffending. Inspectors noted that in three key areas PBNI performance exceeded the average percentage scores when benchmarked against English and Welsh probation services, for example in relation to likelihood of reoffending, assessments and for compliance and enforcement work. We also know from existing evidence that PBNI costs less per household compared to services in England and Wales. CJI also found PBNI's Best Practice Framework incorporating Northern Ireland Standards to be an effective and well utilised document that clearly sets out the expected approach to practice. The results which are demonstrated in this and other CJI reports are due to the professional and committed work undertaken by the staff in PBNI and clearly show that probation works.

Progress has also been made in the area of partnership working. The Chief Inspector of Criminal Justice has said that probation is in many respects an ideal partner, able and



willing to fully contribute to partnership working and prepared to lead and make things happen when needed.

Our partnerships with the Police Service, Youth Justice Agency and the Prison Service continue to develop. In September 2013, Brian McCaughey, Director of Probation, was seconded to the Northern Ireland Prison Service to the role of Director of Rehabilitation, an important recognition of the skills and experience those working in probation can bring to the wider criminal justice system.

Going forward, the Corporate Plan 2014-2017 seeks to build on what has been achieved to date and further improve and develop services. This plan is the Probation Board for Northern Ireland's principal strategic document which outlines the

framework for how we will deliver services over the next three years, against a backdrop of declining resources. You will see from the strategic themes that engaging with communities; working collaboratively to reduce offending; focusing on innovation and development in probation practice; and working effectively and efficiently are central areas of work over the coming years.

In challenging financial times we know there is a need to work differently and innovatively and this plan takes account of that. We have sought to develop a meaningful plan which will enable collaboration and innovation and ensure that PBNI is an organisation that is modern, effective and efficient. In consulting on and developing this document we were also mindful of the

strategic direction provided through the Reducing Offending Strategic Framework, the Prison Review Team report and Community Safety Strategy. This plan has the potential to make a significant contribution to increasing public confidence in criminal justice and assisting the department to build a fair, just and safer community.

At the same time we will also take forward a programme of work internally, reviewing our estate, systems and structures to ensure we are as efficient and effective as possible.

The Corporate Plan 2014-17 will ensure our resources are directed to those areas of our work which present greatest risk so that our staff can continue their work in changing lives for safer communities.

The Work of the Probation Board

The work of PBNI is often complex and multi-faceted, but can be summarised in five core elements:

- 1 Ensuring sentence compliance** means that PBNI holds 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 engages 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 contributes 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.

"Include Youth acknowledges the excellent work undertaken by PBNI across all age groups and particularly with people who pose the highest risk to our communities. The organisation has an excellent record with regards to re-offending, one that is rightly the envy of all other criminal justice bodies across these islands." A response by Include Youth to the Corporate Plan 2014-2017 consultation

4 Promoting responsible citizenship

means that PBNI supports 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.

5 Providing Support means

that PBNI works to improve and safeguard the social well-being of individuals, families and communities.

The focus of all of the work undertaken by the Probation Board is to reduce offending and make communities safer. These elements will be incorporated into the full range of work undertaken by PBNI staff.

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.

Guiding Principles and Values

As a Non-Departmental Public Body, the Probation Board is an independent organisation delivering public services to offenders and victims of crime in pursuit of the common good. In carrying out their work, the staff of the organisation will demonstrate the following principles and values:

Respect for Human Dignity

The innate right of all people to be valued and to be treated ethically

Recognising People's Capacity to Change

All people given the right circumstances have the ability to change and grow

Victim Awareness

Working with offenders to raise awareness of the impact of crime on victims

Integrity & Professionalism

Conducting business with transparency, honesty and impartiality in line with professional codes, placing the obligations of public service above personal interests

Equality and Diversity

Recognising, understanding and responding to people's unique needs

Collaborative Working

Valuing the help and contribution of our statutory, community and voluntary partners in making communities safer

"The PBNI consider victims as central to their service and emphasise the importance of offenders addressing the harm they have caused."

'An Inspection of Community Supervision by the Probation Board for Northern Ireland' May 2013

Organisational Purpose

Changing Lives for Safer Communities

The Probation Board for Northern Ireland works with people who come into contact with the criminal justice system to enable them to change for the better in order to make Northern Ireland a safer place for the whole community.

"This.....report.....has recognised the very positive role of the Probation Board and its staff as well as the significant impact it has on supporting and monitoring offenders and ultimately towards making Northern Ireland safer."

Justice Minister, David Ford commenting on 'An Inspection of Community Service by the Probation Board for Northern Ireland', May 2013

Planning Context

Consultation approach

The Probation Board published a draft Corporate Plan document in July 2013 to consult on what our priorities should be during the next three years. We held a number of consultation events up to November 2013 to listen to the views of our stakeholders on what areas we should be focussing on and to understand their experience of working with us. These consultation meetings included discussions with victims' representatives, statutory partners, organisations from the voluntary and community sector, our own staff as well as people who were completing court orders under PBNI supervision. Selected comments from this consultation period are given below.

"We welcome the emphasis placed on collaborative working with partners in the voluntary and community sectors."

Northern Ireland Association for Mental Health

"We acknowledge the excellent work done by PBNI as reflected in the recent CJI inspection of community supervision. We applaud the high level of performance which was rated by inspectors as highly effective and successful in delivering public safety and reducing offending. We welcome the staff commitment to prevent offending as outlined in the PBNI Best Practice Framework."

Include Youth

"PBNI's track record in relation to working with others, especially in the community and voluntary sector has been impressive. Its position as a NDPB has been important in facilitating its ability to engage, challenge and support many important initiatives."

NIACRO

The Role of the Probation Board for Northern Ireland

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

The mandatory functions of the Board are to:

- secure the maintenance of an adequate and efficient probation service;
- make arrangements for persons to perform work under Community Service Orders;
- provide such probation officers and other staff as the Department of Justice considers necessary to perform social welfare duties in Prisons and Young Offender Centres; and
- undertake such other duties as may be prescribed.

The discretionary functions of the Board which it may enter into with the agreement of the Department of Justice are to:

- provide and maintain probation hostels and other establishments for use in connection with the supervision and assistance of offenders;
- provide and maintain bail hostels;
- make and give effect to schemes for the supervision and assistance of offenders and the prevention of crime; and
- make arrangements with voluntary organisations or any other persons (including Government Departments and public bodies) to:
 - provide and maintain such hostels and other establishments as mentioned above; and
 - give effect to schemes for the supervision and assistance of offenders and the prevention of crime.

More recent legislation outlining Board responsibilities include the Criminal Justice (NI) 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 (NI) 2011.

The main strands of our work are to:

- assess convicted offenders and annually prepare over 10,000 reports for Courts and Parole Commissioners;
- supervise over 4,400 offenders subject to a range of court orders and licences 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.

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 incorporating Northern Ireland Standards. Probation employs highly skilled staff who are supported through the provision of training, management oversight and direction.

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. 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.

The caseload of the organisation (at specific points in time) is given in the chart below.



Resources

The Department of Justice has approved the following level of resources for the Probation Board.

YEAR	REVENUE	CAPITAL	CAPITAL RECEIPTS
	£000	£000	£000
2013-14	19,897k	160k	70k
2014-15	TBC*		
2015-16	TBC*		
2016-17	TBC*		

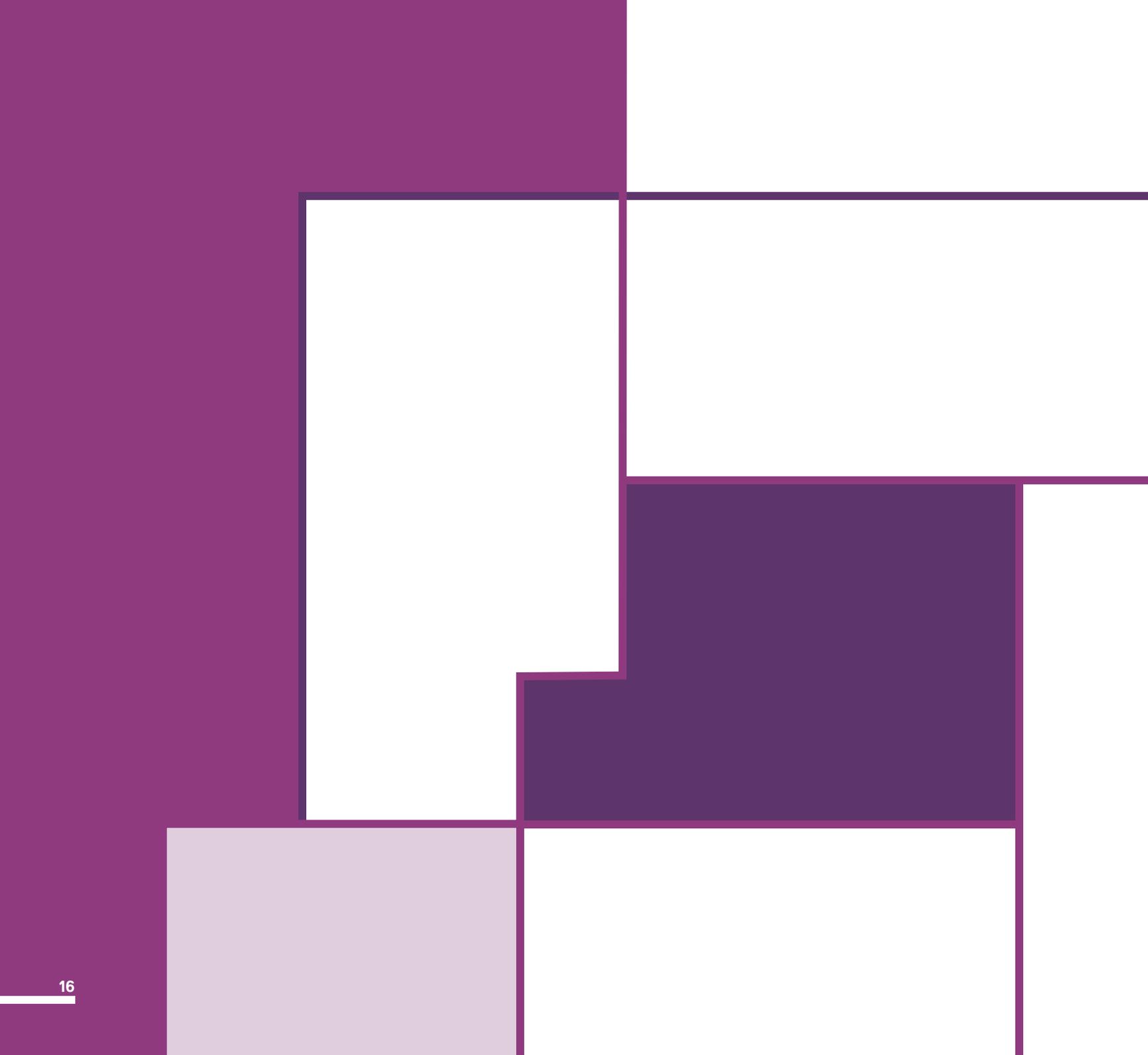
* At the time of print the budget settlement for the Corporate Plan period had yet to be confirmed.

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.

Planning assumptions

The Probation Board for Northern Ireland works to deliver its services in line with the priorities set out in the Programme for Government and the policy direction of the Minister of Justice. The following planning assumptions have been made to enable the formulation of this Corporate Plan:

- The general downward trend in recorded crime evident in Northern Ireland over the last ten years will continue in the medium to long term; however, shifts in offending behaviour towards increasing levels of hate crime, Internet fraud and domestic abuse will present new challenges for probation staff. PBNI will also continue to supervise increasing numbers of people released on licence from prison.
- PBNI will continue to operate in a challenging financial environment and anticipates a year on year requirement for savings to be found over the medium to long term horizon.
- Headline results from the Northern Ireland Census (2011) show a decrease in the 0-16 age group and an increase in the older population. The Census also records that Northern Ireland is becoming an increasingly diverse society with many more nationalities living here. Equality monitoring of new orders has recorded that a significant number of offenders have mental health and learning disabilities.
- The organisation as an integral part of the justice system has a significant contribution to make to the Department of Justice's intent to build a coherent, strategic approach to reducing offending within justice and across government.
- There is a greater emphasis on collaborative approaches to tackling crime, requiring partnership work across the public, private, and third sectors.
- Recent civil unrest in Northern Ireland continues to provide the justice system with significant challenges.
- The Review of Public Administration will be implemented from 2014, reducing the number of local government districts from 26 to 11. PBNI will be integral to the operation of Policing and Community Safety Partnerships in each local area.



CORPORATE PLAN

2014-2017 Strategic Themes

The new initiatives and priorities of the Probation Board have been organised under the following Strategic Themes:

- 1 Developing Probation Practice**
PBNI will seek to build on existing high performance in effective probation practice through a focus on innovation and development.
- 2 Engaging with Communities**
PBNI will serve the public in Northern Ireland by engaging with all communities and building confidence in our work with offenders.
- 3 Working Effectively and Efficiently**
PBNI is committed to continuously strengthening the performance of our organisation while carrying out our responsibilities effectively and efficiently.
- 4 Rehabilitation through Collaborative Working and Partnership**
PBNI will work collaboratively with partners in the public, voluntary, community and private sectors to develop new ways of working to reduce offending.
- 5 Northern Ireland Criminal Justice Strategy and Policy**
PBNI will actively contribute to the development and implementation of criminal justice strategy and policy with the Department of Justice, and other areas of the Executive's responsibilities in Northern Ireland that impact on crime.

Strategic Theme 1:

Developing Probation Practice

Strategic Statement

PBNI will seek to build on existing high performance in effective probation practice through a focus on innovation and development.

Analysis

The role of the Probation Board and the way in which it fulfills its role has developed considerably over the past decade. Probation officers are qualified social workers, and the skills they acquire in their training and continuous professional development, including assessing the needs and risks of people and their circumstances, promoting engagement and participation and dealing with complexity to help individuals positively change and stay safe are critical components of PBNI's delivery of quality probation services.

Depending on their role, probation officers may be writing assessment reports for judges or Parole Commissioners; supervising people

subject to community based orders or who have been released from prison on licence; providing services to those registered with our Victim Information Scheme or working in a prison setting. From April 2012 probation officers have been carrying out their work guided by the Best Practice Framework, building on practice standards first introduced to the organisation 15 years ago. These arrangements enable probation officers to apply their professional knowledge and skills in assessment, rehabilitation, resettlement, reparation and restorative justice. Probation officers hold offenders to account to complete their court orders and work collaboratively with partner organisations and local communities. This is a challenging task, particularly given the higher than average levels of mental health issues and addictions in the offender population.

As a learning organisation, PBNI wishes to have mechanisms in place to disseminate examples of our own best practice as recognised by various independent inspection reports, understand the impact of our work and foster a culture of innovation by working with others to develop new approaches to reduce offending. PBNI will continue to learn from what works well in other jurisdictions, including the rest of Europe, and to see how best to incorporate this into our practice locally.

Actions

- Working collaboratively with partner organisations in justice and health to better understand and address mental health issues experienced by offenders
- Analysing sentencing patterns and outcomes to identify potential development areas
- Exploring the requirements of judges, courts and Parole Commissioners for the future provision of assessment reports
- Contributing to the development of a social enterprise to promote employment for offenders
- Establishing a Staff Ideas Forum to support innovation from within the organisation
- Developing better ways to engage with service users to inform probation practice
- Reviewing working practices in light of the Organisational Development programme of work.

Strategic Theme 2:

Engaging with Communities

Strategic Statement

PBNI will serve the public in Northern Ireland by engaging with all communities and building confidence in our work with offenders.

Analysis

The tasks and priorities of probation officers vary considerably on a daily basis. All this work requires professional skills developed by social work training and regulation and practice experience. Probation officers make significant decisions about the level of risk posed by individuals and how best to respond to offenders' behaviour to help keep people safe. Their training enables them to assess needs, risks and circumstances, promote engagement and participation, be accountable for the quality of their work and create plans to help people change and make positive contributions to society.

The quality of PBNI's work has been endorsed by Criminal Justice Inspection Northern Ireland; we now want to promote greater public awareness and confidence in probation and more widely in the Northern Ireland criminal justice system. We wish to create opportunities for ongoing local dialogue to raise public awareness of PBNI, to inform and engage with people about what we do and listen to people's views about how we could improve what we do.

The Probation Board wishes to promote the development of restorative practice in its engagement with communities, the role of community organisations and citizens in supporting victims, helping to hold offenders to account and assisting them to make positive changes in their lives.

Actions

- Improving Community Safety through our contribution in Policing and Community Safety Partnerships
- Engaging with communities by making volunteer mentoring opportunities more widely available
- Piloting and advocating Restorative Justice approaches
- Implementing the organisation's Communications Strategy 2013-15 to meet key milestones to inform and enhance public confidence in our work
- Giving people opportunities to learn more about PBNI, for example, through secondments, placements and internships
- Contributing to Department of Justice objectives to reduce the fear of crime.

Strategic Theme 3:

Working Effectively and Efficiently

Strategic Statement

PBNI is committed to continuously strengthening the performance of our organisation while carrying out our responsibilities effectively and efficiently.

Analysis

The quality of services delivered by PBNI has been consistently acknowledged by independent review and inspection. We wish to retain our focus on best practice by maintaining our strengths and learning from others - being open to feedback from our stakeholders, academic research and what works well in other jurisdictions.

PBNI recognises the need to adapt and change how we conduct our business in the future. PBNI has moved from relying on paper systems to daily use of an electronic case management system and electronic access to information from partner organisations over the past number of years. PBNI will deliver services which are effective in reducing offending in as efficient a way as possible.

This will require attention to how our staff conduct their duties, the systems and processes that support their work and how we demonstrate best value for the work we do. PBNI is committed to creating an organisation where people's capacity, skills and talents are developed and used for the benefit of others in their respective roles.

Actions

- Implementing a programme of Organisational Development (developing our people)
- Through research and analysis developing the optimum business operating model for service delivery
- Reviewing and refreshing our systems and structures
- Developing an IT Strategy that enhances workflow in support of front line services and advances practice
- Reviewing our business requirements to inform a new strategy for our estate
- Developing an organisational research strategy using staff expertise, academic input and views of stakeholders, aligned with DoJ research priorities.

Strategic Theme 4:

Rehabilitation through Collaborative Working and Partnership

Strategic Statement

PBNI will work collaboratively with partners in the public, voluntary, community and private sectors to develop new ways of working to reduce offending.

Analysis

Much of the work of the Probation Board is delivered through collaborative working – for example working with the Police Service of Northern Ireland, the Northern Ireland Prison Service and others in the Public Protection Arrangements; in partnership with voluntary and community sector organisations which support our work in supervising court orders and licences; in the Reducing Offending in Partnership initiative; and providing a Victim Information Scheme.

PBNI's membership of Policing and Community Safety Partnerships will be an important way for us to work with others to enhance community safety and collaborate with other parts of government and the public to solve problems.

PBNI's unique contribution to these partnerships is the professional assessment of individuals' risks and needs and putting in place a planned range of interventions to support people to stop offending. We recognise that the knowledge and skills of others can assist when addressing the causes of offending behaviour. PBNI will continue to develop work with partners with expertise in addressing issues such as drugs and alcohol misuse, mental health, deprivation and public protection. PBNI wishes to further develop its role in

commissioning services for offenders through grant support and to bring greater alignment of priorities across different organisations to effectively and efficiently support positive change in people's lives.

Actions

- Prioritising our contributions to collaborative working arrangements to reduce offending
- Developing new approaches to partnerships and collaborative working while seeking best value
- Developing innovative ways of using grants to the voluntary and community sector to support work with offenders
- Working with the Criminal Justice Board to bring greater alignment of criminal justice delivery between the statutory and voluntary sectors
- Engaging with other government departments and justice organisations on common areas of work
- Seeking funding for new PBNI initiatives.

Strategic Theme 5:

Northern Ireland Criminal Justice Strategy and Policy

Strategic Statement

PBNI will actively contribute to the development and implementation of criminal justice strategy and policy with the Department of Justice, and other areas of the Executive's responsibilities in Northern Ireland that impact on crime.

Analysis

The Department of Justice published the Strategic Framework for Reducing Offending (May 2013), and the Probation Board wishes to contribute effectively to the achievement of its vision - building a safer Northern Ireland by a long term reduction in offending. In order to have a justice system in which people have confidence, PBNI will play its role in the justice reform programme. Our organisational status as an NDPB, responsible to a community based Board, means that PBNI has an independent voice in the justice system.

The prevalence of poverty, addictions and mental health has a bearing on how PBNI fulfills its statutory responsibilities. PBNI recognises that the policy and legislation of government departments such as health, education, employment and social development have a significant impact on the lives of people who are in contact with the justice system. PBNI will further engage with other parts of government to support effective policy making and implementation that supports people to desist from offending and make positive contributions to their communities.

Actions

- Using our expertise in the rehabilitation and resettlement of offenders to influence strategic direction and policy formulation
- Working collaboratively with others in the delivery of the Strategic Framework for Reducing Reoffending
- Making a tangible contribution in practice development to creating a shared future and to ensure that PBNI continues to deliver on its commitments under its Equality Scheme
- Making a significant contribution to the Department of Justice reform programme, including the delivery of the Owers recommendations in prisons.

PBNI Business Plan 2014-15

During the incoming year, PBNI anticipates there will be no diminution in the demand for assessment reports (for courts and Parole Commissioners), nor in the number of court orders and licences which the organisation supervises.

We estimate that the organisation will prepare approximately 10,000 assessment reports per annum, and on a daily basis be supervising around 4,400 people subject to a range of court sentences. We will also continue to oversee the timely completion of unpaid work in local communities and provide a Victim Information Scheme. PBNI will deliver services to the Northern Ireland Prison Service, based on Service Level Agreements with each establishment, and provide funding to voluntary and community sector organisations to assist us in the ongoing supervision of court orders and licences.

"Probation can be rightly proud of what they have achieved, and yet they will be the first to recognise that they cannot afford to be complacent in their challenge of keeping us safe and reducing offending."

'An Inspection of Community Supervision by the Probation Board for Northern Ireland' May 2013

Our priorities for the first year of this Corporate Plan, from April 2014 are:

STRATEGIC THEME	OBJECTIVES
DEVELOPING PROBATION PRACTICE	<ol style="list-style-type: none"> 1. To equip PBNI staff to effectively supervise offenders with mental health disabilities in partnership with appropriate health services by March 2015. 2. To review the provision of assessment reports to judges and Parole Commissioners. 3. To enhance probation practice by developing service user feedback mechanisms.
ENGAGING WITH COMMUNITIES	<ol style="list-style-type: none"> 4. To evaluate the use of volunteer mentoring in PBNI and determine future delivery options. 5. Through Policing and Community Safety Partnerships respond to local priorities to enhance community safety. 6. To deliver the year 2 actions of PBNI's Communications Strategy. 7. To develop an implementation plan for PBNI's Restorative Practice Strategy and deliver year 1 actions.
WORKING EFFECTIVELY AND EFFICIENTLY	<ol style="list-style-type: none"> 8. To implement systems review recommendations to assist in the development of a new business operating model and, in turn, inform any potential or necessary structural changes. 9. To develop an organisational IT strategy by March 2015. 10. To deliver on priorities identified in our estates strategy.
REHABILITATION THROUGH COLLABORATIVE WORKING AND PARTNERSHIP	<ol style="list-style-type: none"> 11. To develop and pilot a new service delivery approach for young men leaving prison by March 2015. 12. To seek best value in the commissioning of services from voluntary and community sector organisations from April 2014.
NORTHERN IRELAND CRIMINAL JUSTICE STRATEGY AND POLICY	<ol style="list-style-type: none"> 13. In line with organisational equality duties, review PBNI's approach to gathering equality monitoring information and develop our policy on hate related crime by March 2015. 14. To plan and deliver integrated services, explore staff exchange and consider shared services in partnership with the Northern Ireland Prison Service.

Governance and Accountability

Governance

The Probation Board for Northern Ireland is a Non-Departmental Public Body (NDPB) governed by a Board which is appointed on a fixed term of 3 years with the possibility of reappointment for a further period of 3 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 has corporate responsibility for ensuring the organisation fulfills the aims and objectives set by the Department of Justice and for promoting the efficient and effective use of resources by the organisation.

In terms of governance oversight, the Board has a specific responsibility, outlined in the Management Statement, to:

'...ensure that any statutory or administrative requirements for the use of public funds are complied with; that PBNI operates within the limits of its statutory authority and any delegated authority agreed with the DOJ, and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, PBNI takes into account all relevant guidance issued by DFP and DOJ.'

The Board meets on a monthly basis to discuss and oversee matters of strategic significance, as set out in the Management Statement and Financial Memorandum. There are three sub-committees of the Board - the Audit Committee, General Purposes Committee and Remuneration Committee.

Board Members

Mrs V Patterson MBE

Chairman

Mr R Mullan

Deputy Chairman

Mr M Wardlow

Audit Committee Chair

Mr E Jardine CB

General Purposes Committee Chair

Mr D Brown

Mrs J Erskine

Mrs L Jennett

Mr B McAllister

Mr T O'Hanlon

Mrs M O'Rourke

Mr D Rose

Ms P Shepherd

Dr R Wilson

Accountability

The Probation Board is accountable to the Northern Ireland Executive and the Assembly, through the Minister of Justice and our sponsoring department, the Department of Justice.

An Annual Report and Accounts is published and laid before the Assembly. The Permanent Secretary, who is the Accounting Officer of the Department of Justice, has designated the Director of Probation as the Non-Departmental Public Body Accounting Officer for the Probation Board for Northern Ireland.

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

Senior Management*

Ms Cheryl Lamont	(Acting) Director of Probation
Mr Paul Doran	Deputy Director of Probation (Operations)
Mr Hugh Hamill	(Acting) Deputy Director of Probation (Operations)
Mr David van der Merwe	Deputy Director of Probation (Finance & Corporate Services)
Ms Louise Cooper	Head of Business Planning & Development
Mr Terry Doherty	Assistant Director (Risk)
Mr Brian McCutcheon	Head of Information Technology
Ms Gail McGreevy	Head of Communications
Ms Eithne McIlroy	Assistant Director (Belfast)
Mr Peter Moss	Board Secretary
Ms Roisin Muldoon	Assistant Director (Prisons)
Ms Geraldine O'Hare	Head of Psychology Services
Mrs Gillian Robinson	Head of Human Resources
Mr Paul Thompson	Assistant Director (Rural)
Mrs Catherine McCann	Head of Finance

* Mr Brian McCaughey, Director of Probation, has been seconded to the post of Director of Rehabilitation in the Northern Ireland Prison Service from September 2013.
Ms Gayle McGurnaghan, Head of Learning & Development, is currently on a Career Break.

Organisational Achievements - 2011-2014 Corporate Plan

Selected highlights from the previous
Corporate Plan 2011-2014 include:

- Implementation of the Best Practice Framework for the preparation of reports and supervision of court orders and licences (April 2012)
- Commencement of Reducing Offending in Partnership working arrangements
- Successful delivery of two pilot Supervised Activity Order schemes (community sentence to deal with people who default on fine payment)
- Contribution to the departmental Reducing Offending Strategic Framework (published May 2013)
- Taking our place as a designated organisation on Policing and Community Safety Partnerships
- Co-chairing of the North-South Public Protection Advisory Group
- Pilot volunteer mentoring scheme delivered
- Co-location of the PBNI, NIPS and DoJ Victim Information Scheme.

These developments were in addition to the effective delivery of PBNI's statutory functions - the provision of assessment reports for judges and Parole Commissioners; oversight of unpaid work in local communities; provision of probation services in each of the prison establishments; supervision of community based court orders, and partnerships with the voluntary and community sector.

In the course of the three years of the 2011-2014 Corporate Plan, a range of work undertaken by the Probation Board was inspected on an organisation specific and thematic (along with other criminal justice organisations) basis. Notable reports concerning PBNI included inspections of Pre-Sentence Reports and Public Protection Arrangements Northern Ireland (June 2011); Victims and Witnesses (November 2011); Management of Life and Indeterminate Sentence Prisoners in Northern Ireland (July 2012) and Approved Premises (November 2013).

In May 2013, Criminal Justice Inspection Northern Ireland (CJI) published their inspection of Community Supervision which benchmarked the performance of the organisation against similar work conducted by Probation Trusts in England and Wales, and stated:

"PBNI is an effective organisation which delivers its services against challenging standards which compare to, and on many occasions exceed, those being delivered in England and Wales... an organisation which understands and accepts its role in delivering public safety and reducing offending."

This is one of the most positive reports that Criminal Justice Inspection Northern Ireland (CJI) has produced on any criminal justice agency since the establishment of the Inspectorate in 2004. It is a testament to the hard work and commitment of the leadership and staff within the PBNI that it has developed its practice in this area to such high standards."

Criminal Justice Inspection of Community Supervision (May 2013)

Real Life Stories

A day in the life of a Probation Officer

"It is truly rewarding and I am delighted to be part of it"

My duties as a probation officer are varied and consist of different roles and responsibilities within the organisation. PBNI operates a Court Duty rota system which entails one of the team attending Court. We provide a service to the Courts in relation to various orders being made and we are the first point of contact for both the Courts and offenders. If an order is made, it is at this point the Court Duty Officer gives the first appointment to the offender to attend our local office.

Mondays are 'office duty days' which are usually reserved for those who have been made subject to probation supervision to attend for their first appointments. An induction is carried out which outlines what is expected from the offender and to advise them of any additional requirements (programmes, groups, individual work).

I also write reports for the Court known as pre-sentence reports. Within the reports I discuss past and current issues which may pertain to the individual's offending behaviour such as alcohol, drugs abuse or lack of constructive use of time. I may recommend a community based disposal to the Court which is appropriate and in line with the seriousness of the offence.

A probation order can last between 6 months and three years. During this time, it is my duty as supervising officer to ensure that issues pertaining to offending are addressed and therefore I have to consider appropriate referrals. This means working closely with lots of local agencies and we are always looking for new resources and community based projects.

Throughout the order, every 16 weeks in fact, we complete risk assessments on each and every offender. This entails a detailed analysis of any progress or changes made and will reflect and determine the level of contact I have with an offender. This I feel is important as it allows me to challenge their attitudes, thinking and behaviour towards offending as well as holding them to account. At the end of a Probation Order, a final review is carried out and this gives the offender and me an opportunity to reflect on the work that has been completed and hopefully identify all the positive changes.

I am always kept very busy although I relish my position as a probation officer. It is truly rewarding and I am delighted to be part of it. I am lucky to work in a field I love and always knew I wanted to be a part of.

Community Service

"The good work of Community Service should be recognised"

Each year offenders deliver an average of 185,000 hours of unpaid work to the community in Northern Ireland through a community service sentence. Some examples of community service work are environmental and conservation projects, painting and decorating, contributing to community clean-ups, working in animal shelters or assisting disabled people. The Community Service sentence enables offenders to pay back to the community for the harm they have caused. The work is either under the guidance of our supervisor or staff in the host organisation.

One of the beneficiaries is the Holy Trinity Primary School, Cookstown and the Principal stated that, "The good work of Community Service should be recognised as they have been extremely important in the work within our school. Work is completed on Saturdays, and always to a high standard. We would like to thank probation for this work, which would otherwise not be completed due to budget constraints."

Acknowledging the work done by Community Service at the Church of Ireland in Greenisland, Reverend Paul Lyons said: "The support of the PBNI Community Service team has made a positive difference to our Church. The quality of the work completed is outstanding and the respect shown by the men working here is impressive. I am very grateful for the assistance and that they will continue to help the Church community in the future."

Inspire

"It was like a new lifeline"

Michelle* is an offender being supervised through the Inspire Women's Project, which was established to develop and deliver an enhanced range of women-specific services. Inspire contributes directly to reducing women's offending through targeting community-based interventions.

Michelle, a widow in her 50s, with adult children and grandchildren has had difficulties with alcohol and mental health problems and was convicted of driving offences and benefit fraud.

Michelle believes that the biggest impact Inspire had was through her attendance at the GOALS course which helped her take responsibility and make plans for her future. She said: "I enjoyed it so much and I have never

got so much out of something. I still have my book with my goals in it."

One to one support from her probation officer and links with NIACRO and her local Women's Centre had helped her sort out problems she was having with her benefits and debts.

She is now employed part time in a job which she enjoys. Of Inspire she said: "I just can't explain what coming here does. It's unbelievable. I couldn't believe it and it took me out of my shell as well...It was like a new lifeline. It closed the door on all the stress... I couldn't have done it on my own."

Michelle hasn't reoffended and says that she will not offend again in future.

**Not her real name*

Work with Victims

"Anne was able to get direct answers to questions which had not been answered before"

Everything PBNI does is about preventing people becoming victims of crime. However staff also work directly with victims through the co-located Victims Unit and Victim Information Scheme. Below is an example of some of the work that takes place in the Victims Unit through engagement in restorative practices.

Anne* whose son died in a car crash, took part in an indirect shuttle mediation process with her son's friend who was charged with causing death by dangerous driving. This enabled Anne to get answers to questions about the circumstances of the death which the court process had not answered. Both she and the offender on supervision agreed that this exchange of information, through a PBNI victim liaison officer, helped them deal with some of the difficult issues surrounding their son / friend's death. The offender said his motivation for being involved in a restorative intervention was to try and resolve some of the issues resulting from the harm he had caused. Anne was able to get direct answers to questions which had not been answered before, which helped her.

**Not her real name*

Community Supervision

"Probation has given me the chance to have a future with my children"

Paul* received a Determinate Custodial Sentence which consisted of an 18 month custodial phase and 24 months on licence.

This is Paul's story.

Paul experienced an unsettled childhood which led to him leaving the family home around the age of 15. He led a transient lifestyle and began using illegal substances as a way of coping and escaping his feelings. Paul quickly became involved in the supply of illegal drugs and gained an extensive criminal record. He believed he would never change his way of life; that it was out of his control.

"It has been just over a year since I was released from prison and I remember coming to the probation office on that first day thinking 'this will do nothing for me'. I was wrong. This has been a tough year and at times I have felt like giving up but with the support of my probation officer I have not and now, when I look back,

this has been the most positive year in my life.

Probation has helped me accept my past and understand that I can change. Probation gave me the motivation to set myself goals and to tackle my problems. I don't take drugs anymore. I don't want to take drugs. I have just passed my driving test and am legally on the road for the first time in my life.

Most importantly probation has helped me to mend relationships I thought I'd lost. I enjoy spending time with my family. I have contact with my children and I think now I have become a better person I can be a good Dad. I have a future with my children. I thought I'd lost that chance.

I am not proud of the things I have done in the past. But I am proud of the progress I have made. A year ago I did not think I would ever achieve anything to feel proud of. I'm not constantly looking over my shoulder now. I am moving forward".

**Not his real name*

Reducing offending in Partnership

'Mark's progress to date has been considerable'

Mark* is 19 and was placed on the Priority Offenders List following a serious assault and robbery which occurred in 2012. At the time of the assault, Mark was under the influence of alcohol and drugs, and he was increasingly coming before the Courts for offences linked to his misuse of drugs. He had previous convictions for burglary and theft, criminal damage and possession of 'Class C' drugs.

At the time of assault he was in the final stages of an 18 month probation order. Immediately following this he was moved to weekly contact with his probation officer, and continued on this basis until his Order expired

at the start of November. From that point forward he has engaged on a voluntary basis through the ROP programme.

A primary focus of his supervision was motivating him to look at his substance misuse which began when he was aged 9. Through one to one work in probation supervision, he has reached the point whereby he has requested a referral to drugs counselling, and has expressed a desire to be free from substance misuse for the first time. He has also undertaken PBNI's Victim Awareness Programme, and has been able to identify and empathise with the consequences of his offending.

Mark has also engaged with NIACRO's Jobtrack Programme, and has successfully attained a Forklift Licence to date, as well as having drawn up a CV and disclosure statement to assist with applying for work. He has expressed an interest in further vocational training, and is actively looking at opportunities in this area. The probation officer working with Mark commented:

"As a result of cutting back on his cannabis use, family relationships have improved, and he finds his parents encouraging and supporting him on his current pathway. Mark's progress to date has been considerable, and there is certainly room for optimism that this will be the turning point for him in building a life free from criminality."

*Not his real name

Volunteer Mentoring

'As an ex offender I knew I could offer insight and experience'

In 2013 Ciaran* volunteered with PBNI's pilot Volunteer Mentor Scheme. Volunteers offer a core support role to probation work, with a distinctive but complementary role alongside paid PBNI staff. Ciaran had experienced the criminal justice system himself as a young offender in the past and was keen to help others by sharing his experience and learning.

"As a younger man, I spent time serving a Custody Probation Order. As an ex offender I knew I could offer insight and experience. My time in a young offenders centre changed me more than I knew at the time. It broadened my view in relation to crime and those who commit it. It gave me perspective and also taught me how to disassociate the crime from the individual. A wise man once told me that although a person may commit a bestial act; this doesn't make the man a beast. There is still a human being there and what is damaged can be mended, remoulded into something of value not only to society, but to themselves.

My time mentoring with the Probation Board has been fantastic. I've been impressed by the diligence, knowledge and training opportunities that have been passed on to me by my supervisor who has been with me each step of this journey. I have also had the pleasure of being guided by two fantastic probation officers who offered advice, instruction and have shown me the high standard required of me if I am to become a probation officer myself."

*Not his real name

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