

ANNUAL REPORT & ACCOUNTS

2020-21



PBNI Probation Board
for Northern Ireland

**Probation Board for Northern Ireland Annual Report and Accounts
for the year ended 31st March 2021**

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

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

on

9 July 2021

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BOARD CHAIR'S FOREWORD

I am delighted to present the Probation Board for Northern Ireland (PBNI) Annual Report for 2020-21.

The past year has been exceptionally challenging. In 2020-21, we were faced with one of the most devastating global public health situations in modern times as the COVID-19 pandemic took hold. Every country and society throughout the world has been impacted. Within Northern Ireland every community and public service has been affected. Indeed, since the outbreak of the pandemic over 2,000 people have died in Northern Ireland (NI) after testing positive for COVID-19. Thousands of families have grieved the loss of loved ones and many people have suffered as a result of this disease.

It is against this unprecedented backdrop that PBNI has delivered its services to communities over the last 12 months.

In PBNI, we fully played our role and contributed to the effort to reduce the spread of infection, protect our health service and save lives. This meant putting in place new ways of working to deliver essential services and developing and implementing a recovery plan to enable us to respond to the evolving health situation.

Our Business Plan was reset to enable us to respond effectively to the pandemic. Despite the significant challenges over the last 12 months, all six strategic priorities in the Business Plan were delivered. The Board were particularly pleased to see the successful implementation of the new case management system; the development of a People Strategy; and the development of a Restorative Justice Framework. Following the publication of a Criminal Justice Inspection Report on Probation Practice in December 2020, an action plan was put in place and the Board are regularly updated on progress against that plan.

The Board has continued with its engagement and public policy role. In February 2021, we held a seminar on working across the justice system to tackle domestic abuse. We wanted to create a space for justice organisations to come together to look at the challenges and opportunities for future partnership work. I was delighted that Justice Minister Naomi Long opened this seminar and paid tribute to the work of probation in reducing reoffending and keeping people safe.

This year marks the retirement of Cheryl Lamont as Chief Executive of PBNI. Cheryl was appointed as Chief Executive in 2013 and has had a long and distinguished career in probation and criminal justice in Northern Ireland. On behalf of the Board, I want to pay tribute to Cheryl and thank her for her exceptional leadership of PBNI over the last eight years. Under her stewardship, PBNI has become a central and respected leader in rehabilitation and resettlement within the justice sector.

Finally, I want to put on record my thanks to every member of staff in PBNI. During a difficult and demanding year staff showed resilience, determination and creativity in working to deliver services and change lives for safer communities.



Mr Dale Ashford QFSM
Chairperson

INTRODUCTION FROM THE CHIEF EXECUTIVE

The last financial year has been dominated by our preparation and response to the COVID-19 pandemic. In March 2020, PBNi implemented its Business Continuity Plan. Since then, our senior leadership incident response team has moved with agility and speed to respond to the changing public health situation and keep staff, service users and the wider public safe while continuing to deliver key services to all communities.

We have developed operational guidance, health and safety guidance and a four phased recovery plan. All our decisions and guidance have been communicated to staff through our communications and engagement plan and we have established feedback mechanisms to ensure that staff can put forward their suggestions and ideas. Many of the suggestions and ideas from staff have been incorporated into our planning.

The additional monies received this year through COVID-19 funding have been used to help make our offices safer through the installation of sanitation stands, thermometers and screens.

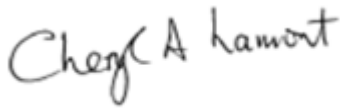
Throughout the year, we have also prioritised assisting and supporting those who may be most at risk during the pandemic. This has meant directing resources to tackle domestic abuse and support those with poor mental health and addictions.

In December 2020, we carried out a staff survey to capture learning from our response to COVID-19. 95.5% of staff said they found the recovery plan and supporting guidance useful; 90% said communications during the pandemic had been good or very good; and 88% of staff said they felt supported by the organisation.

While responding to COVID-19 has been a key priority for the organisation, we have also fully delivered on all elements of our annual Business Plan for 2020-21. We have updated our Practice Standards; delivered risk assessment and domestic abuse training to operational staff; contributed to a number of Department of Justice strategies; and implemented a new case management system. Sickness absence has reduced by 30% and we have developed a new People Strategy, ICT Strategy and Communications Strategy. This is a significant achievement in the current operating environment.

As Accounting Officer, I would like to thank Department of Justice officials who have worked closely with PBNI to ensure that we have sufficient budget to deliver on our Business Plan over the last year.

This is my final report as Chief Executive of PBNI and I want to place on record my thanks to our Board Chair and Board members for their support over the last number of years. I also want to thank officials within the sponsor branch of the Department of Justice. The senior leadership team in PBNI has provided and will continue to provide outstanding leadership and management of the organisation and I wish to record my thanks to that team. Finally, to staff members I have worked with throughout the last year and indeed throughout all my years of service – you have made this organisation what it is today, and I thank you for that.

A handwritten signature in black ink that reads "Cheryl A Lamont". The signature is written in a cursive, slightly slanted style.

Cheryl Lamont CBE
Chief Executive

OVERVIEW

The purpose of this overview section is to outline the Board's performance during the 2020-21 financial year and to highlight the key issues and risks identified by management. It also includes high level information on the purpose and activities of the Probation Board for Northern Ireland.

Statement of Purpose and Activities of the Organisation

The Probation Board was established as a Non-Departmental Public Body (NDPB), under the Probation Board (Northern Ireland) Order 1982 in accordance with a recommendation in the Report of the Review Group on Legislation and Services for Children and Young Persons in Northern Ireland (1979), that the Probation Service in Northern Ireland should be separated from Central Government and become responsible to a community based Board. The first Board was appointed in December 1982. Each Board is of three years' duration and the current Board was appointed in December 2018.

The Board's main functions are set out in the Probation Board (Northern Ireland) Order 1982. In addition, other legislation relating to probation activities is in the Criminal Justice (Northern Ireland) Order 1991, Criminal Justice (Northern Ireland) Order 1996, Criminal Justice (Northern Ireland) Order 2008 and the Criminal Justice (Children) (Northern Ireland) Order 1998, and in relevant amendments thereto.

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

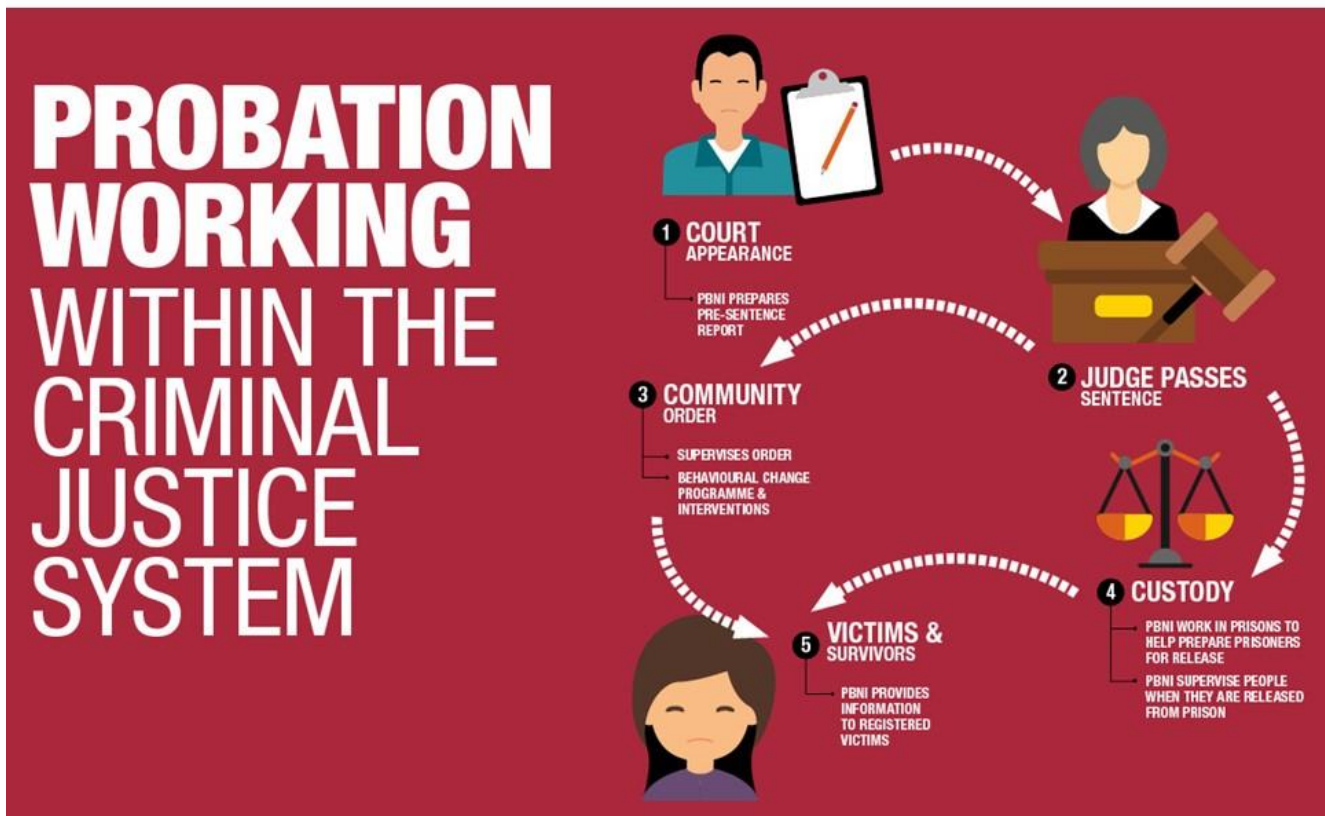
The Permanent Secretary of the DOJ, who is the principal Accounting Officer of the DOJ, designated the Chief Executive as NDPB Accounting Officer for the Probation Board.

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 DOJ 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 are to:

- provide and maintain probation hostels and other establishments for use in connection with the supervision and assistance of people who have offended;
- provide and maintain bail hostels;
- make and give effect to schemes for the supervision and assistance of people who have offended 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 people who have offended and the prevention of crime.



The main strands of the Probation Board's work are to:

- Risk assess people convicted of criminal offences;
- Prepare approximately 8,500 reports annually, to assist decision-making in the criminal justice process;
- Supervise people who have offended (PBNI were supervising 3,507 people on 4,074 orders at 31 March 2021);
- Provide a range of services to individuals in prisons;
- Provide behavioural change programmes;
- Maintain a Victim Information Scheme; and
- Work with partner organisations to reduce reoffending, and make Northern Ireland a safer place.

Judges have a range of sentencing options available to them to deal with young people and adults who are found guilty of a criminal offence. These range from Community Service which requires the completion of unpaid work, other sentences which are served in the community, to prison sentences which require a person to comply with licence conditions when released from custody.

When conducting its work, the Probation Board aims to:

- Ensure that people keep to the requirements of their court order or conditions of a licence;
- Challenge individuals to produce positive changes in behaviours and attitudes to reduce the likelihood of future offending;
- Minimise harm to others and promote the safety of victims working in multi-agency risk management arrangements;
- Promote responsible citizenship so that people who have been convicted of a criminal offence will become better integrated into the community; and
- Provide support to improve and safeguard the social well-being of individuals, families and communities.

The Probation Board supervises:

- Probation Orders

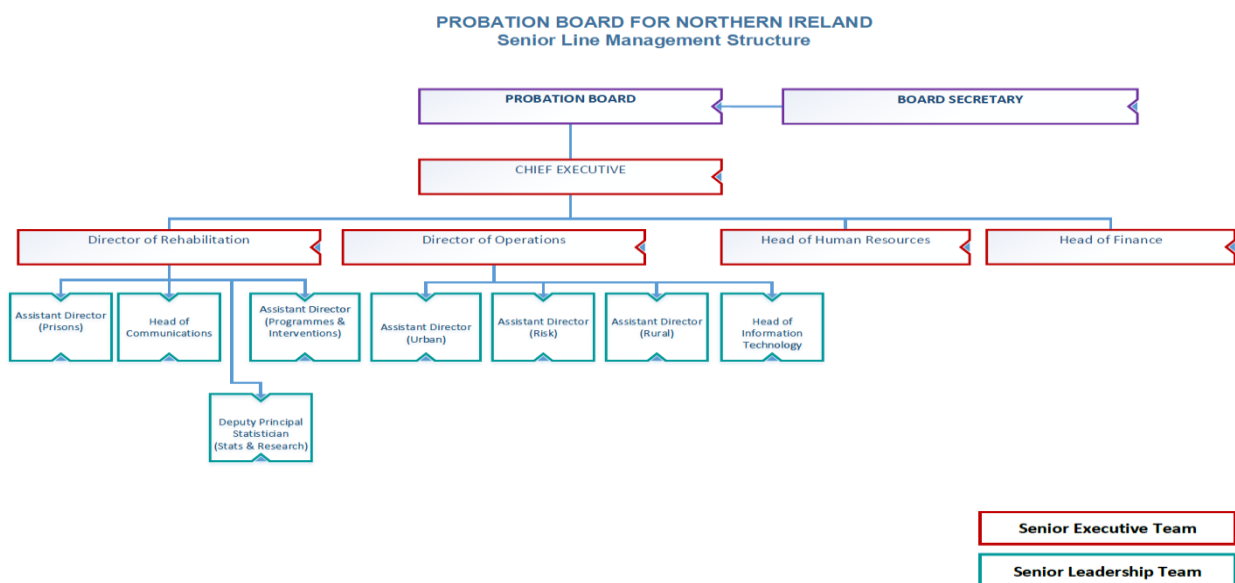
- Community Service Orders
- Combination Orders
- Custody Probation Orders
- Determinate Custodial Sentences
- Extended Custodial Sentences for Public Protection
- Indeterminate Custodial Sentences for Public Protection
- Juvenile Justice Centre Orders
- Article 26 Licences
- Life Sentence Licences
- Other Orders (e.g. Enhanced Combination Orders, Supervised Activity Orders)
- GB licences and Orders

Partnership work underpins everything that probation does and it works with statutory partners as well as organisations in the voluntary and community sector.

PBNI has engaged in the introduction of Problem Solving Courts pilots, in respect of domestic violence and substance misuse.

The focus of all of the work undertaken by the Probation Board is to reduce reoffending and make communities safer.

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



Key Issues and Risks

At the start of the 2020-21 business year, there were eight risks on PBNI's Strategic Risk Register (SRR). During the course of the year, three risks were de-escalated from the SRR. Firstly, the risk associated with a no deal Brexit; secondly PBNI's fragile case management system was fully replaced with a modern fit for purpose system and thirdly the risk associated with non-compliance with Health and Safety legislation. At the conclusion of the business year, the following five risks remained on the SRR:

ID	Description of Risk
1	An offender under supervision commits a serious further offence and it was found there was non-compliance with PBNI's Practice Standards and Significant Risk of Serious Harm (SRoSH) Procedures.
2	Funding for programmes and projects is not guaranteed long term post 2020-21 with implications for service delivery and stability of staffing levels.
3	There is a reputational risk to PBNI in not fully discharging its statutory obligations in respect of supervising the licences of dissident republicans.
4	Potential disruption to service delivery with associated reputational damage and risk of retention issues as a consequence of the delay The length of time pay remit and business case processes are taking is significantly contributing to the delay in PBNI's ability to revalorise and modernise payscales. This delay is increasing the risk of frontline services being affected due to insufficient staffing levels as PBNI is experiencing ever-pressing recruitment and retention issues as PBNI is having difficulty competing in the marketplace. in the modernisation and review of Probation grade payscales.
5	The risk to business continuity (operational and corporate) as a consequence of COVID-19.

Only risk number four above was assessed as high risk. PBNI will be submitting a business case in 2021-22 to seek approval to amend payscales.

The mitigating actions for each of the above risks were monitored during the financial year as follows:

The SRR was reviewed and updated by senior management on a quarterly basis. These updates were then considered by the Board's Audit and Risk Assurance Committee – ultimately the reviewed SRR is approved by the Board of PBNI on a quarterly basis.

Further details are set out in the SRR for 2020-21.

Going Concern

During 2020-21, the Probation Board was financed by a grant from the Department of Justice Request for Resources (Supporting and developing an efficient, effective and responsive Criminal Justice System), the statutory authority being Article 7 (1) of the Probation Board (Northern Ireland) Order 1982 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

In compliance with International Accounting Standard (IAS) 19, the Probation Board has had to recognise a pension scheme liability of £40,543k on its Statement of Financial Position (£30,946k in 2019-20). This year this has resulted in overall net liabilities of £39,927k (£30,415k in 2019-20).

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

It is considered appropriate to adopt a going concern basis for the preparation of the financial statements as the Probation Board is supply financed and draws its funding from the Consolidated Fund via the Department of Justice. Therefore, there is no liquidity risk in respect of the liabilities due in future years. The net liabilities resulting from the pension scheme deficit will not affect the Probation Board's ability to fulfil its functions, and the Probation Board will be able to meet whatever contributions are necessary to comply with NILGOSC's plan to make good the pension scheme deficit. It is therefore appropriate for the Probation Board's accounts to continue to be prepared on a going concern basis.

There are no going concern implications resulting from COVID-19 and the European Union Exit.

On 14 April 2021, the Permanent Secretary of DOJ confirmed the PBNI final budget allocation for 2021/22. The resource budget allocation is £20,612k, which includes £400k in respect of COVID-19 funding. Funding for the Aspire and Engage programmes totalling £1,547k and £92k respectively will be confirmed at the June 2021 Monitoring Round. The total resource budget is therefore anticipated to be £22,251k, not including depreciation. The Capital budget for 2021-22 is £1,160k.

PERFORMANCE SUMMARY

Reporting year 2020-21 was the first year of the 2020-23 Corporate Plan. PBNI reset the Business Plan 2020-21 in response to the COVID-19 pandemic. Six Key Outcomes were set for the business year, April 2020 to March 2021. The outcomes were arranged under six Strategic Priorities, including the five Strategic Priorities of the PBNI Corporate Plan 2020-23.

PBNI continues to evaluate the evolving circumstances in the context of COVID-19, and considers priorities in conjunction with the Minister and the DOJ. At the end of 2020-21, six of six key outcomes were fully delivered.

Performance Against 2020-21 Business Plan Objectives

The Probation Board's three year Corporate Plan is delivered through a series of annual Business Plans. The key outcomes for the 2020-21 Business Plan achievements are listed below. There were a total of six outcomes and overall performance is described within the categories below:

Green: Achieved

Amber: Partially Achieved

Red: Not Achieved

Strategic Priority	Green	Amber	Red
	No. of Outcomes		
Strategic Priority 1: Delivering on the Corporate Plan's Strategic Priorities in the Context of the COVID-19 Pandemic Key Outcome: To comply with Government regulations and guidance to keep staff safe in the workplace and deliver PBNI services	1		
Strategic Priority 2: Shaping and influencing Criminal Justice Policy and Practice Key Outcome: PBNI to increase its strategic influence across criminal justice policy and practice and contribute to the aim of the Department of Justice to work in partnership to create a fair, just and safe community where we respect the law and each other	1		
Strategic Priority 3: Delivering an Innovative and Problem Solving Approach to reducing reoffending through Partnership and Collaboration Key Outcome: Reduce reoffending through innovative rehabilitative interventions	1		
Strategic Priority 4: Demonstrating effectiveness and efficiency Key Outcome: Demonstrating value for money and an effective probation service	1		
Strategic Priority 5: Valuing and developing our people Key Outcome: To be a high performing organisation within the current operating context	1		
Strategic Priority 6: Building awareness and confidence in Communities about the professional role of PBNI Key Outcome: Ensuring a wider understanding and awareness of the work of PBNI	1		
Total Outcomes	6		

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

PERFORMANCE ANALYSIS

PBNI manages performance against the 2020-21 Business Plan Outcomes. Progress and the potential risk or uncertainty of non-achievement is monitored on a quarterly basis by the Senior Leadership Team at the Senior Leadership team meeting and the Audit and Risk Management Meetings by reviewing the Business Plan objectives along with the Strategic Risk Register and the Departmental Risk Registers. The results are reported to the Policy and Practice Committee and to the Board. PBNI's Sponsoring Directorate within the DOJ also receives a progress report each quarter.

The performance against the 2020-21 Business Plan Outcomes is set out in the table below:

STRATEGIC PRIORITY 1: DELIVERING ON THE CORPORATE PLAN'S STRATEGIC PRIORITIES IN THE CONTEXT OF THE COVID-19 PANDEMIC		
BUSINESS PLAN KEY OUTCOME	QUARTER 4 FINAL	RAG STATUS
<p>KEY OUTCOME:</p> <p>To comply with Government regulations and guidance to keep staff safe in the workplace and deliver PBNI services</p> <p>INDICATOR:</p> <p>Effective delivery of PBNI services and of all related COVID-19 plans</p>	<ul style="list-style-type: none"> The Business Plan 2020-21 and delivery Matrix were reset. Phase 1 and Phase 2 of the Recovery Plan, have been developed and implemented. Phase 3 of the Recovery Plan has been developed and will be implemented in line with the current public health situation. Health and Safety Guidance to staff is ongoing and aligned with PHA/Executive advice changes which are monitored daily. COVID-19 Business Continuity Plan is in place. Additional funding for COVID-19 pressures has been secured. The Revised Operational Arrangements have been completed and are kept under review. Appropriate IT equipment has been identified and deployed. Weekly internal communications including an intranet linked bulletin to a situation room containing COVID-19 resources continue to be sent to all staff. Videos and day in life stories have been produced and shared on social media sites and Confederation of European Probation (CEP) website. Presentation given to CEP Technology Expert Group on 8th December 2020 regarding use of technology and service user experience during COVID-19. A further staff survey on learning from COVID-19 was conducted in December 2020 and the Senior Leadership Team (SLT) will continue to request feedback from staff on an ongoing basis. 	<p>GREEN</p>

STRATEGIC PRIORITY 2: SHAPING AND INFLUENCING CRIMINAL JUSTICE POLICY AND PRACTICE		
BUSINESS PLAN KEY OUTCOME	QUARTER 4 PROGRESS	RAG STATUS
<p>KEY OUTCOME:</p> <p>PBNI to increase its strategic influence across criminal justice policy and practice and contribute to the aim of the Department of Justice to work in partnership to create a fair, just and safe community where we respect the law and each other</p> <p>INDICATOR:</p> <p>A proportionate increase in community sentences supervised by PBNI*</p> <p>*this may not be achievable due to limited courts operating during COVID-19.</p>	<ul style="list-style-type: none"> • PBNI has submitted a response to the Department of Health Consultation on the 10 year Mental Health Strategy. • PBNI has consulted internally on the Restorative Justice Framework and findings will be presented to SLT. • PBNI continue to work with DoJ on the Sentencing Review and await published responses to the consultation or proposed legislative changes. • Meetings have taken place to review the Prison resettlement Action Plan and PBNI's contribution. Due to ongoing COVID-19 restrictions piloting interventions with remand/short sentence prisoners has not been possible this business year. • Reviewing the current victims registration leaflet and associated documents has continued in line with changes to Parole Commissioners rules. There has been a continued increase in the number of registrations since June 2020 with a percentage of eligible victims registered now recorded. • A theory manual for female Domestic Violence (DV) perpetrators programme has been completed. • PBNI has prioritised domestic abuse training (DV awareness, Respectful Relationships Intervention (RRI) and B Safer) over mental health and personality disorder training for operational staff. • PBNI has contributed to the 'Defining Mental Health in the Criminal Justice System' workshop and events as part of the Health & Justice Strategy. Representation on regional forensic subgroup committees and contributions to the research sub group are in place. • Practice guidance on Community Service Delivery has been prepared, and has been implemented as part of the revisions to Practice Standards which came into effect in January 2021. • The PBNI role on the strategic justice group on sexual harm (Gillen) Training Group involves being the Lead organisation in respect of two of the training themes - the Impact of trauma and the Dynamic of Sexual Abuse. The learning framework template for the two themes has been developed. 	<p>GREEN</p>

STRATEGIC PRIORITY 3: DELIVERING AN INNOVATIVE AND PROBLEM SOLVING APPROACH TO REDUCING REOFFENDING THROUGH PARTNERSHIP AND COLLABORATION

BUSINESS PLAN KEY OUTCOME	QUARTER 4 PROGRESS	RAG STATUS
<p>KEY OUTCOME:</p> <p>Reduce reoffending through innovative rehabilitative interventions</p> <p>INDICATOR:</p> <p>Deliver and evaluate problem solving approaches within PBNI</p>	<ul style="list-style-type: none"> • PBNI has contributed to the draft DoJ Problem Solving Justice strategy 2021-26 for consultation in 2021. • Enhanced Combination Orders continue to be delivered in full. • The Substance Misuse Court is continuing to operate. • Policy and Procedures for Reviewing Social Media of Service Users have been approved and shared with staff. • Local teams are continuing to work in partnership with the voluntary and community sector (VCS) and funding extensions were secured to March 2021. • The VCS evaluation tool has been implemented for mid year and end year reviews of externally funded programmes. • PBNI regularly attends Community Forensic Mental health meetings and continues to make use of opportunities to co-work complex cases. • Feedback regarding PBNI's approach to supervision during COVID-19 was gathered from service users during July, August 2020 and February 2021. Service user responses will inform future practice and were included in a twitter campaign. • The Service User Strategy has been reviewed. • Research has been published in partnership with Queens University Belfast, Ulster University, Trinity College Dublin and University of Southern Denmark. PBNI is developing a Research Strategy and contributed to a workshop hosted by the Centre for Justice Innovation involving NI, Scotland, England and Wales to share best practice research and learning. • Progress with sporting organisations to agree rehabilitation opportunities and projects for people under supervision has been hindered by COVID-19 restrictions. 	<p align="center">GREEN</p>

STRATEGIC PRIORITY 4: DEMONSTRATING EFFECTIVENESS AND EFFICIENCY		
BUSINESS PLAN KEY OUTCOME	QUARTER 4 PROGRESS	RAG STATUS
<p>KEY OUTCOME:</p> <p>Demonstrating value for money and an effective probation service</p> <p>INDICATOR:</p> <p>Maintain the 2019-20 level of successfully completed orders/licences</p>	<ul style="list-style-type: none"> • Spend is forecasted at breakeven at this point in the financial year subject to audit. • The financial model has been reviewed and is being updated regularly to facilitate scenario planning. • Performance Practice Research Unit has been established with the appointment of an Area Manager. • Criminal Justice Inspectorate for Northern Ireland (CJNI) Inspection of Probation Practice in Northern Ireland: An Inspection of the Probation Board for Northern Ireland - Action plan has been agreed and circulated to all staff. • Priority training has taken place in respect of Area Manager Monitoring, Assessment, Case Management and Evaluation (ACE) and Caseplanning. • Draft ICT Strategy 2021-24 approved. • Phase 2 of Electronic Case Management System (ECMS) was successfully implemented. • Progress has been made on the first year of the Estates Strategy, which included business cases for a training centre and Newtownards office. However, COVID-19 related Estates work has delayed work on these projects to date. • Work has been completed on the Revised Standards and implementation took place in January 2021, corresponding with completion of ACE and Caseplan training. • Recommendations from the staff survey on the development of the application (app) have been approved by SLT. 	GREEN

STRATEGIC PRIORITY 5: VALUING AND DEVELOPING OUR PEOPLE		
BUSINESS PLAN KEY OUTCOME	QUARTER 4 PROGRESS	RAG STATUS
<p>KEY OUTCOME:</p> <p>To be a high performing organisation within the current operating context</p> <p>INDICATOR:</p> <p>Improved staff attendance and staff engagement</p>	<ul style="list-style-type: none"> • The People Strategy 20 – 23 has been developed and approved by Corporate Resources Committee and the Board, as have the action plans (years 1 – 3). Year 1 action plan has been completed. • Sickness absence has reduced by 30+% and was projected at 11.7 average days per person by end March 2021. • The Disability Action Plan was approved by Board in November 2020. • The Department of Health's Workforce Strategy has been delayed but PBNI have responded to the draft report. 	GREEN

STRATEGIC PRIORITY 6: BUILDING AWARENESS AND CONFIDENCE IN COMMUNITIES ABOUT THE PROFESSIONAL ROLE OF PBNI		
BUSINESS PLAN KEY OUTCOME	QUARTER 4 PROGRESS	RAG STATUS
<p>KEY OUTCOME:</p> <p>Ensuring a wider understanding and awareness of the work of PBNI</p> <p>INDICATOR:</p> <p>Increased understanding and awareness as measured through effective engagement and stakeholder surveys</p>	<ul style="list-style-type: none"> • PBNI Communications and Engagement Strategy 2020-23 has been developed and Year 1 of the Strategy has been completed. • PBNI has set up and is chairing a justice communications group with key partners to share information and look at joint opportunities. • The internal communications action plan has been approved and Year 1 actions have been implemented. • The Social Media Review actions have been completed. • The 2020 Irish Probation Journal is published and a writers training event held. • The Board domestic abuse seminar was held in February 2021. • Service user case studies have been published in a booklet online. 	<p>GREEN</p>

Work Undertaken during 2020-21

Report Writing (Table 1)

In 2020-21, the Probation Board provided 4,223 reports to assist decision making in the criminal justice process, of which 1,607 were Magistrates' Court Reports to assist judges' decisions regarding the types of sentences to give at criminal courts. A total of 399 Pre-Sentence Reports and 260 addendum reports were also provided. Of the total reports completed during 2020-21, 81% were provided to Magistrates' Courts with 15% provided to Crown Court. The proportion of reports for the Magistrates Courts is four percentage points higher than the previous year.

Table 1 provides a summary of the types of reports completed by the Probation Board over the past three years. The total number of reports completed has decreased by 50% in the last year.

Table 1: Reports* Completed: 2018-19 to 2020-21

Type of Report	2018-19	2019-20	2020-21	% change 2020 - 21 on 2019-20
Pre-Sentence Report	1,205	1,191	399	-66%
Magistrates' Court Reports	3,495	2,987	1,607	-46%
Addendum Report	1,372	1,337	260	-81%
Breach / Recall / Revocation Reports	1,306	1,379	304	-78%
Parole Commissioners/Life Sentence Unit Reports	43	30	0	-
Other*	1,006	1,585	1,653	4%
Total Reports**	8,427	8,509	4,223	-50%

- Percentage change is not shown as the denominator is less than 50.

*Includes Home Circumstances Report, Probation Officers Report, Prison Release Plan, Home Leave Report and reports with missing submitted dates or report type.

**Total Reports exclude explanatory letters to courts.

Court Orders

There was a 32% reduction in the number of new statutory orders requiring PBNI supervision since the same period last year, with 2,250 made in the 2020-21 financial year.

In terms of the main community disposals, Community Service Orders saw the largest reduction with 70% fewer made in 2020-21. Combination Orders reduced by 40% since last year and Probation Orders reduced by 20%. These reductions were reflective of reduced court activity due to COVID-19. New Determinate Custodial Sentences increased by 55 (11%) from the same period a year ago.

Table 2: New Supervision Orders starting during the year: 2018-19 to 2020-21

Type of Supervision		2018-19	2019-20	2020-21	% change 2020-21 on 2019-20
Orders	Combination Order	391	412	248	-40%
	Community Service Order	831	786	239	-70%
	Custody Probation Order	11	14	12	-
	Determinate Custodial Sentence	486	492	547	11%
	Enhanced Combination Order	122	170	117	-31%
	Juvenile Justice Centre Order	29	22	6	-
	Probation Order	1,216	1,299	1,037	-20%
	Other Orders*	1	31	0	-
Licences	Life/Sentence Licence	15	1	3	-
	Sex Offender Licence	8	7	11	-
	GB Licence	35	27	7	-
Public Protection Sentences	Extended Custodial Sentence	20	20	20	-
	Indeterminate Custodial Sentence	2	8	3	-
Total Orders		3,167	3,289	2,250	-32%

- Percentage change is not shown as the denominator is less than 50.

*Includes Community Responsibility Order, Supervised Activity Order and Supervision & Treatment Order.

**Please note that a person can receive more than one new order during the year. New Non-statutory cases are not included in these figures.

Orders Supervised at a Point in Time

At the end of March 2021, the Probation Board was supervising 3,507 people subject to 4,074 court orders, a decrease of 17% and 12% on the position twelve months previously. A breakdown of the types of orders under PBNI supervision at 31 March 2021 is given in Table 3. More than three-quarters of people (82%) were allocated to PBNI teams in the community, with the remainder in custody.

All community orders under supervision have seen decreases over the year with reductions of 20 to 29% in Combination Orders, Enhanced Combination Orders and Community Service orders. The number of Determinate Custodial Sentences under supervision remains unchanged at 1,168, while Extended Custodial Sentences continue a year on year downward trend, reducing by 13% from March 2020.

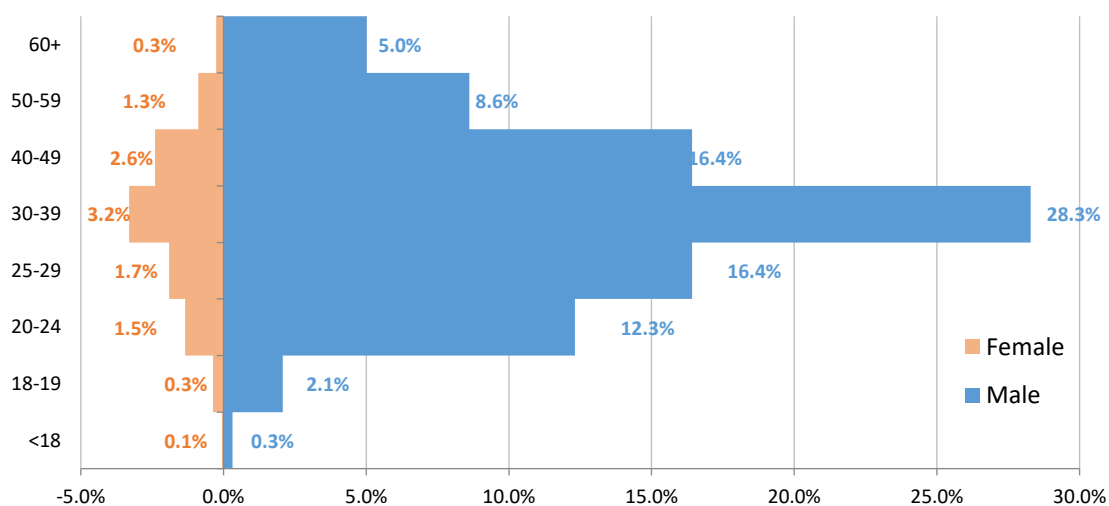
Table 3: Orders supervised at point in time: 31 March 2019 – 31 March 2021

Type of Supervision		31 Mar 2019	31 Mar 2020	31 Mar 2021	% change 31 Mar 2021 on 31 Mar 2020
Orders	Combination Order	435	460	367	-20%
	Community Service Order	558	530	375	-29%
	Custody Probation Order	39	39	40	-
	Juvenile Justice Centre Order	11	12	4	-
	Probation Order	1,504	1,541	1,391	-10%
	Enhanced Combination Order	186	244	184	-25%
	Other Orders*	2	3	1	-
Licences	Determinate Custodial Sentence	1,191	1,168	1,168	0%
	Life/Sentence Licence	251	244	233	-5%
	Sex Offender Licence	80	75	70	-7%
Public Protection Sentences	GB Licence	45	51	33	-
	Extended Custodial Sentence	185	174	152	-13%
	Indeterminate Custodial Sentence	41	48	55	-
Non-statutory Sentences	Inescapable Voluntary	20	13	-	-
	Remand/Sentence	4	2	1	-
Total Orders		4,552	4,604	4,074	-12%
Total People		4,154	4,216	3,507	-17%

- Percentage change is not shown as the denominator is less than 50.

* Includes Community Responsibility Order, Supervised Activity Order and Supervision & Treatment Order. Note that the Enhanced Combination Order pilot started operating during 2015/16.

Gender and Age profile of people supervised by PBNI at 31 March 2021



Victim Information Scheme

There were 259 new registrations to the PBNI Victims Information Scheme during 2020-21 (2019-20: 186). At the end of March 2021 there were 368 victims registered on the Scheme (March 2020: 398), of which 1 in 3 were male.

Financial Review

The financial results for the PBNI are set out on page 76, in the Statement of Comprehensive Net Expenditure. The deficit for the year transferred to General Reserve was £25,332k (2019-20: £23,040k).

Net Expenditure Review

The net expenditure of Probation Board for 2020-21 is compared to the previous two financial years in the following table:

Net Expenditure Summary

	2020-21 £'000	2019-20 £'000	restated 2018-19 £'000
Total operating income	<u>(2,079)</u>	<u>(2,160)</u>	<u>(1,862)</u>
Staff costs	19,759	18,174	19,463
Purchase of goods and services	4,213	4,056	3,629
Depreciation and Impairment charges	378	455	449
Grants	2,378	2,144	1,464
Total operating expenditure	<u>26,728</u>	<u>24,829</u>	<u>25,005</u>
Net operating expenditure	<u>24,649</u>	<u>22,669</u>	<u>23,143</u>
Finance income	(3)	(2)	(2)
Provision Finance expense	686	373	369
Net expenditure for the year	<u>25,332</u>	<u>23,040</u>	<u>23,510</u>

The Statement of Comprehensive Net Expenditure shows net expenditure of £25,332k (2019-20: £23,040k) an increase of £2,292k. This is mainly due to increased staff costs, grants and Finance Provision (Pension).

The overall Comprehensive Net Expenditure for the year is £32,158k (2019-20: £34,943k), which represents a decrease of £2,785k compared to the previous year. This is largely due to a reduced actuarial loss of £6,828k (2019-20: £11,922k) on pension liabilities, offset by the above-mentioned increase in net expenditure. See note 11 to the accounts below.

Summary of Actual Expenditure Against Budget

For 2020-21, PBNI had a net Department Expenditure Limit (DEL) operating cost of £22,563k which was £589k less than the net budget allocation of £23,152k. The capital spend of £1,012k was £121k higher than the net budget allocation of £891k. A comparison of net DEL operating costs against budget is summarised in the following table:

Table: Summary of Actual Expenditure Against Budget

	2020-21 actual*	2020-21 budget*	Variance	Variance
	£'000	£'000	£'000	%
Net Operating Costs* (excluding depreciation)	22,185	22,618	433	1.9%
Depreciation	378	534	156	29.2%
Net Operating Costs*	22,563	23,152	589	2.5%
Net Capital Expenditure	1,013	891	(122)	(13.7%)
Overall Total Expenditure	23,576	24,043	467	1.9%

*Excludes Annual Managed Expenditure (AME costs).

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

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

	£'000
Net Expenditure from Statement of Comprehensive Net Expenditure	25,332
Exclude Current Service Cost (AME cost)	(4,254)
Include cash payment of provision (DEL cost)	2,228
Exclude pension borrowing costs (AME cost)	(686)
Exclude administration costs (AME cost)	(57)
Net Operating Costs	22,563

Non-current Assets

The Probation Board's non-current asset expenditure movements are detailed in notes 5 and 6 to the financial statements. Capital expenditure in 2020-21 totalled £1,013k (2019-20 £1,090k).

Financial Position

The Probation Board's Statement of Financial Position shows net liabilities of £39,927k (2019-20 £30,415k). The main reason for the increase of £9,512k is due to the movement in the pension liability £40,543k (2019-20 £30,946k) which is a movement of £9,597k over the accounting period. This movement results from a higher present value of funded liabilities of £164,046k (2019-20: £132,576k) offset by a higher asset position of £123,708k (2019-20: £101,823k).

The increase in value of Non-Current Assets is mainly due to the continued roll-out of the Electronic Case Management System.

The breakdown of movement on the Defined Benefit Obligation liability is shown in the table below:

Table: Defined Benefit Obligation liability at 31 March 2021

	31 Mar 21 £'000	31 Mar 20 £'000	Percentage Change in Liability
Opening Defined Benefit Obligation	132,769	138,677	
Interest on the obligation	3,024	3,298	(8)%
Service and Administration Costs	4,311	4,288	1%
Contributions by members	745	692	8%
Actuarial loss	26,782	(10,867)	346%
Estimated benefits paid	(3,380)	(3,319)	(2)%
Closing Defined Benefit Obligation	164,251	132,769	24%

The increase in the pension liability has not been fully offset by a rise in value of pension scheme assets, thereby resulting in a higher year end net deficit. Details of all pension movements are contained in Note 11 to the accounts.

Cash Flow

The Probation Board's net increase in cash and cash equivalents in the year is £97k (2019-20: £453k decrease).

Prompt Payment of Suppliers

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

Monthly statistics are uploaded by the Department of Justice through Account NI. The prompt payment results for 2020-21 showed that 92.0% (92.9% for 2019-20) of invoices were paid within 10 working days following receipt of a properly rendered invoice. 97.3% (96.8% for 2019-20) of invoices were paid within 30 calendar days.

Corporate Social Responsibility

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

All PBNI policies are proofed against Human Rights Legislation by a dedicated Equality Manager who also provides advice and guidance on Human Rights matters.

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

PBNI has a Wellbeing Working Group chaired by the Health and Safety Officer. The role of the Wellbeing Working Group was reviewed and relaunched and the group has assisted in the development of the annual Wellbeing Programme for 2021-22. In 2020-21, many of the wellbeing initiatives were cancelled due to COVID-19 restrictions. Wellbeing was promoted through the monthly Probation News and through Wellbeing Bulletins with lots of wellbeing information and resources provided to staff. To promote mental health during May 2020, a podcast was produced introducing mental health week and summarising all the available mental health resources available, a leaflet was designed for staff and service users and a Sharing Tree designed for staff to consider what positive thought or attitude staff are doing to enable them to get through the lock down. In October 2020, PBNI hosted a Virtual Masquerade Ball, in order to promote mental health. Vital Nutrition podcasts promoting healthy nutrition, maintaining your routine, working from home, family and nutrition and nutrition and immunity were also offered to staff.

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

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

Sustainable Development

PBNI is committed to continuing its drive on sustainable development by promoting and maintaining a positive and inclusive culture amongst staff and stakeholders. Its aim is to foster governance and leadership in sustainability and work collaboratively to avoid and minimise adverse impacts of PBNI's activities on the environment and society, and reduce PBNI's carbon footprint.

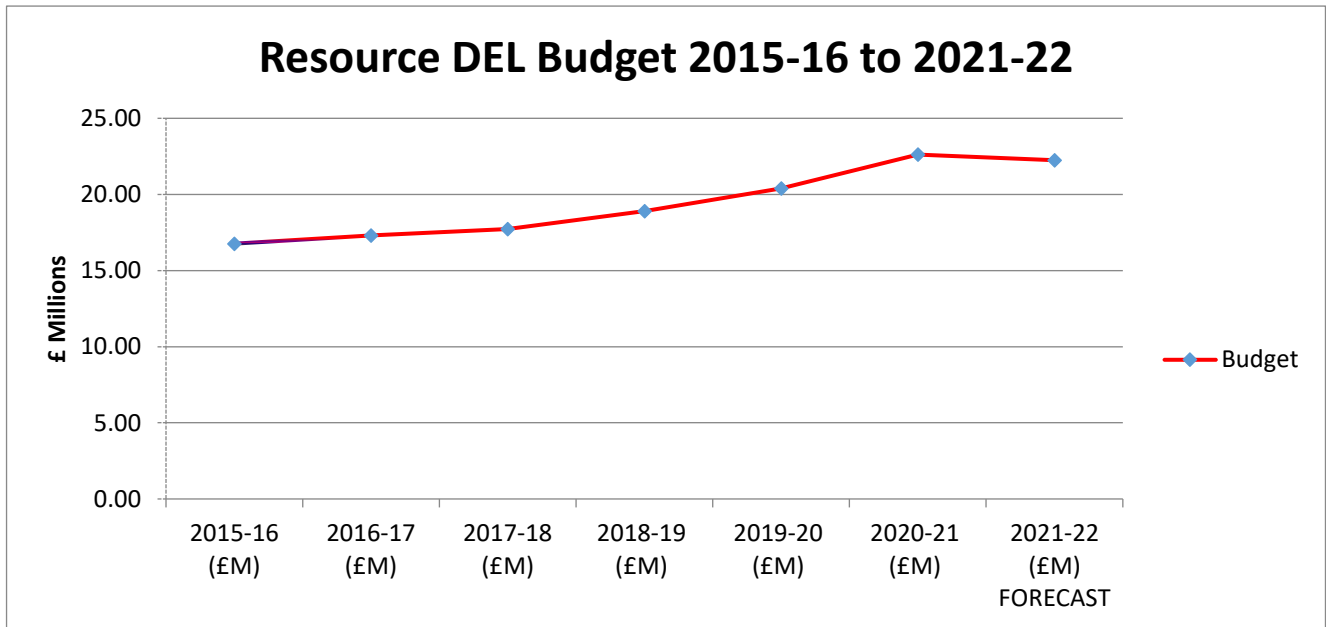
PBNI takes pride in its proactive approach to initiatives which have included continued participation in the Carbon Reduction Commitment Energy Efficiency Scheme. The Northern Ireland Civil Service (NICS) -wide contract for Recycling of Dry Office Waste is also being used by PBNI.

In February 2015, Central Procurement Directorate (CPD) issued a Procurement Guidance note PGN02/14 which enforces that procurement must be carried out in accordance with energy standards under Energy Efficiency Directive¹ (EED) adopted by the European Union (EU). PBNI has adopted this guidance note.

In 2016-17, detailed condition surveys on properties which allowed for significant improvements over a three year period were undertaken by PBNI. PBNI has made significant improvements to its properties over the past number of years with new, modern, energy efficient buildings opening in Shipquay and Duncairn Gardens during the year. These surveys have been re-commissioned in 2020 and the Consultant is required to identify opportunities for reducing energy costs within buildings.

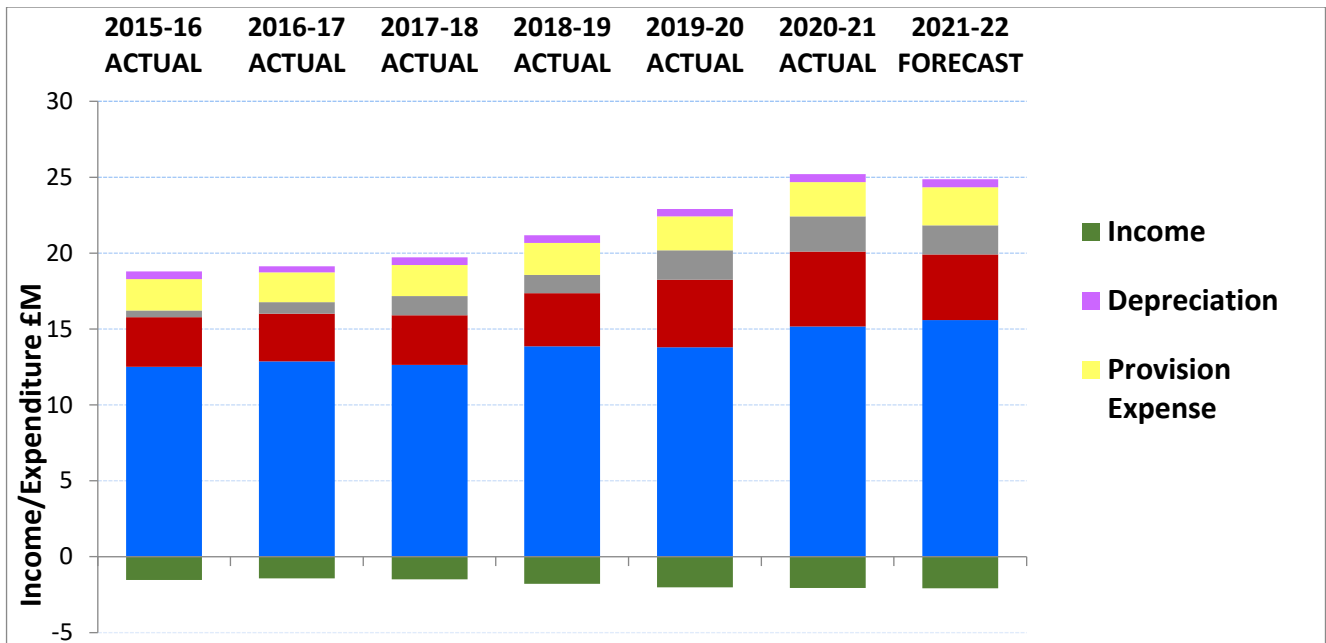
Long-term Expenditure Trends

The chart below captures the long-term summary budget profile of the PBNI budget over the financial years 2015-16 to 2020-21.



Figures above reflect the final allocated budgets for 2015-16 to 2020-21 and the current budget for 2021-22. PBNI's opening resource budget (excluding depreciation) for 2020-21 was £20,650k. Additional funding of £1,968k was granted in year to meet pressures, including those attributable to COVID-19, Aspire and Engage programmes. The final resource budget (excluding depreciation) was £22,618k.

The following chart shows the final PBNI resource budgets for 2015-16 to 2020-21 and the current resource budget for 2021-22, split by the major expense headings.



2021-22 Financial Year

On 14 April 2021, the Permanent Secretary of DOJ confirmed the PBNI final budget allocation for 2021/22. The resource budget allocation is £20,612k, which includes £400k in respect of COVID-19 funding. Funding for the Aspire and Engage programmes totalling £1,547k and £92k respectively will be confirmed at the June 2021 Monitoring Round. The total resource budget is therefore anticipated to be £22,251k, not including depreciation. The Capital budget for 2021-22 is £1,160k.

Cheryl A Lamont

Cheryl Lamont CBE
Chief Executive

THE ACCOUNTABILITY REPORT

Overview

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

Corporate Governance Report

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

The corporate governance report includes:

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

Remuneration and Staff Report

This section sets out the Probation Board's remuneration policy for directors, reports on how that policy has been implemented and sets out the amounts awarded to directors as salary and pension entitlements.

In addition, the report provides information relating to remuneration and staff that the Assembly and other users see as key to accountability.

Assembly Accountability and Audit Report

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

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

DIRECTOR'S REPORT

The Board

The Chief Executive is responsible for the day to day operation and performance of PBNI.

The Senior Executives

The PBNI Senior Executive Team who served during the year was as follows:

Ms C Lamont CBE	Chief Executive
Dr G O'Hare	Acting Director of Rehabilitation
Mr H Hamill	Director of Operations
Mrs G Robinson	Head of Human Resources
Mrs C Teggart	Head of Finance

The Probation Board for Northern Ireland is governed by the Probation Board. The Board Members are 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.

Details of Board members during 2020-21 are as follows:

Mr D Ashford QSM	Chair
Mr D Wall OBE	Member
Mrs J Gillespie CBE	Member
Mr G OhEara	Member
Mr N Bodger	Member
Dr J Byrne	Member
Dr K Clarke	Member (Resigned 31 March 2021)
Mr K Donaghy	Member
Dr T Donaldson	Member
Mr P Douglas	Member
Ms P Keenan	Member
Mr M Murray CBE	Member
Ms S Bruce*	Boardroom Apprentice (from 1 September 2019 to 31 August 2020)
Mrs J Anderson *	Boardroom Apprentice (from 1 September 2020 to date)

*Ms Bruce and Mrs Anderson are participants on the Boardroom Apprentice Scheme. They were assigned to the Probation Board in September 2019 and September 2020 respectively for a period of one year. Ms Bruce and Mrs Anderson do not have any decision-making role on the Board or its committees.

Under The Probation Board (Northern Ireland) Order 1982, the Board shall consist of a Chairman, a Deputy Chairman and not less than 10 or more than 18 other members. Membership at 31 March 2021 stood at 11 (Chairman and 10 other members). A Deputy Chair has not yet been appointed.

The Board's Audit and Risk Assurance Committee

The members of the current Audit and Risk Assurance Committee during 2020-21 are as follows:

Mr N Bodger	Chair
Dr T Donaldson	Deputy Chair
Mr K Donaghy	Member
Mr M Murray CBE	Member
Mr P Douglas	Member

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

Registers of Interests

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

Personal Data Related Incidents 2020-21

The Probation Board continues to monitor and assess its information risks, in order to identify and address any weaknesses and ensure continuous improvement of its systems.

No incidents were reported to the Information Commissioner's Office (ICO) in 2020-21; three incidents were reported to the DOJ (None and three in 2019-20 respectively). There were 16 localised incidents in 2020-21 (14 in 2019-20), which were thoroughly investigated and did not require reporting to the Information Commissioner's Office or DOJ. Memoranda relating to the learning from the localised incidents were issued to all staff in respect of Information Assurance throughout the 2020-21 year.

The following information Assurance training programmes were available to PBNI staff by e-learning during 2020/21:

GDPR Awareness

Records Management

Training on how to respond to data protection requests, data sharing and data incidents was also delivered via video link to all practitioners.

Complaints

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

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

Complaints received were primarily in respect of issues pertaining to the supervision and requirements of court orders and disputes about the contents of written reports and assessments.

During 2020-21 the Probation Board received 26 complaints, which represents an increase of four from the previous year.

All complaints received were initially dealt with through local resolution with the majority of complaints being resolved at this stage of the Complaints Procedures. Five complaints proceeded through to the formal investigation stage (two in 2019-20).

STATEMENT OF ACCOUNTING OFFICER'S RESPONSIBILITIES

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

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

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

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

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

GOVERNANCE STATEMENT 2020-21

Scope of Responsibility

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

The Probation Board is a Non-Departmental Public Body sponsored by the Department of Justice; its statutory responsibilities are set out in the Probation Board (NI) Order 1982. 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 people who have offended;
- provide and maintain bail hostels;
- make and give effect to schemes for the supervision and assistance of people who have offended 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 people who have offended and the prevention of crime.

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

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

The main strands of the Probation Board's work are to:

- Assess people who have offended and been convicted and prepare reports to assist decision-making in the criminal justice process. PBNI provided 4,223 reports in 2020-21;
- Supervise people who have offended (3,507 as at 31 March 2021);
- Provide a range of services to people who have offended in prisons;
- Provide behavioural change programmes;
- Maintain a Victim Information Scheme;
- Work with partner organisations to manage the risk posed by the most serious offenders as part of the Public Protection Arrangements Northern Ireland; and
- Work in local communities as designated members of Policing and Community Safety Partnerships.

Judges have a range of sentencing options available to them to deal with young people and adults who are found guilty of a criminal offence. These include disposals such as community service which requires the completion of unpaid work and other sentences which are served in the community and sentences which require a person to comply with licence conditions when released from custody.

The Probation Board supervises the following orders and licences:

- Probation Orders
- Community Service Orders
- Combination Orders
- Custody Probation Orders
- Determinate Custodial Sentences
- Extended Custodial Sentences for Public Protection
- Indeterminate Custodial Sentences for Public Protection
- Juvenile Justice Centre Orders
- Article 26 Licences
- Life Sentence Licences
- Other Orders (e.g. Enhanced Combination Orders)
- GB licences and Orders

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

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

In addition to its core responsibilities, PBNI undertook the following programmes in 2020-21: Enhanced Combination Order, Young Men's Project - Aspire and a bespoke project for women - Engage, Problem Solving Justice – Substance Mis-Use Court and Domestic Violence Non-adjudicated programme. All of the work conducted by PBNI seeks to reduce offending and make communities safer.

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

Purpose of the Governance Framework

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

The Governance Framework

(i) Sponsorship Arrangements

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

Twice a year, departmental officials meet with PBNI to review performance. The Board directly reports to the Minister of Justice (or the Permanent Secretary if no Minister in place) on its performance on an annual basis.

A Management Statement and Financial Memorandum document is in place between the Probation Board and Department of Justice. This document was reviewed and updated in 2018. The Management Statement sets out the broad framework within which PBNI will operate, in particular:

- PBNI's overall purpose, objectives and targets in support of the DOJ's wider strategic aim(s) and the outcomes and targets contained in its current Public Service Agreement;
- The rules and guidelines relevant to the exercise of PBNI's functions, duties and powers;
- The conditions under which any public funds are paid to PBNI; and
- How PBNI is to be held to account for its performance.

The associated Financial Memorandum sets out in greater detail certain aspects of the financial provisions which PBNI shall observe.

(ii) The Board

The Probation Board for Northern Ireland is governed by its Probation Board. The Board Members are appointed on a fixed term of 3 years with the possibility of reappointment for a further period of 3 years. These appointments are usually made by the Minister of Justice in line with the Code of Practice issued by the Commissioner for Public Appointments. However, in the absence of a Minister for Justice, the appointments were made by the Secretary of State under a specific statutory authority.

The Board has corporate responsibility for leading and providing the strategic direction for the organisation including, developing the Corporate and Business Plans, taking account of government policies, aims and objectives; monitoring the organisation in the effective and efficient performance of its statutory duties, and ensuring PBNI complies with statutory requirements for the use of public monies.

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 Department Of Finance (DOF) and DOJ.'

The Management Statement requires all Board members to:

- Comply at all times with the Code of Practice;
- Not misuse information gained in the course of their public service for personal gain or political profit; and to declare publicly and to the board any private interests that may be perceived to conflict with their public duties;
- Comply with PBNI rules on the acceptance of gifts and hospitality, and of business appointments; and
- Act in good faith and in the best interests of PBNI.

With regard to possible conflicts of interest, Board Members annually complete a Register of Interests form which is published on PBNI's website. Likewise, members of the Senior Leadership Team also complete a register of interests' declaration. At the preliminary stages of each Board and Committee meeting, Members are asked whether they have any conflicts of interest to declare and this is recorded in the minutes.

Members during 2020-21

Mr D Ashford QSFM	Chair
Mr D Wall OBE	Member
Mrs J Gillespie CBE	Member
Mr G OhEara	Member
Mr N Bodger	Member
Dr J Byrne	Member
Dr K Clarke	Member (Resigned 31 March 2021)
Mr K Donaghy	Member
Dr T Donaldson	Member
Mr P Douglas	Member
Ms P Keenan	Member
Mr M Murray CBE	Member

Ms S Bruce* Boardroom Apprentice (from 1 September 2019 to 31 August 2020)

Mrs J Anderson * Boardroom Apprentice (from 1 September 2020 to date)

*Ms Bruce and Mrs Anderson are participants on the Boardroom Apprentice Scheme. They were assigned to the Probation Board in September 2019 and September 2020 respectively for a period of one year. Ms Bruce and Mrs Anderson do not have any decision-making role on the Board or its committees.

The Board meets on a monthly basis to discuss and oversee matters of strategic significance, as set out in the Standing Orders and Management Statement and Financial Memorandum. The table overleaf provides details of the number of Board and Audit and Risk Assurance Committee meetings attended by respective Board members in the course of the year.

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

(iii) Audit and Risk Assurance Committee

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

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

The attendance of Board Members at the Board and the Audit and Risk Assurance Committee meetings during the twelve month period is provided in the following tables:

Attendance at Board Meetings during 2020-21

Name	Attended	Number of Meetings	
Mr Dale Ashford QFSM	13	13	Board Chair
Mr Neil Bodger	13	13	
Dr Jonny Byrne	12	13	
Dr Kelly Clark*	9	13	
Mr Kieran Donaghy	12	13	
Dr Theresa Donaldson	12	13	
Mr Paul Douglas	12	13	
Mrs Judith Gillespie CBE	13	13	
Ms Patricia Keenan	13	13	
Mr Max Murray CBE	13	13	
Mr Gearoid OhEara	12	13	
Mr Dave Wall OBE	13	13	
TOTAL	147	156	94%

*Dr Kelly Clark resigned as of 31 March 2021

Due to the pandemic the Board Meetings were conducted by video call.

Attendance at Audit and Risk Assurance Committee Meetings during 2020-21

Name	Attended	Number of Meetings	
Mr Neil Bodger	4	4	Chair
Mr Paul Douglas	4	4	
Mr Kieran Donaghy	4	4	
Dr Theresa Donaldson	4	4	Deputy Chair
Mr Max Murray CBE	3	4	
Total	19	20	95%

(iv) Corporate Resources Committee

The purpose of the Committee is to provide assurance that the appropriate arrangements in respect of Financial Management, Human Resources, Estates Management and Information Technology are in place for the delivery of the Board's strategic objectives, as set out in the Corporate Plan 2020-23. The Committee sat three times during the year.

(v) Policy and Practice Committee

The purpose of the Committee is to provide assurance that PBNI has the appropriate policies in place, aligned with best practice exercised by the professional staff, to meet the strategic priorities, as set out in the Corporate Plan 2020-23. The Committee sat six times during the year

(vi) Remuneration Committee

The Board's Remuneration Committee met once during the year.

(vii) Emergency Committee

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

(viii) Special Board Meeting

There was one Special Board Meeting during the year.

(ix) The Accounting Officer

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

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

On a six monthly basis, I, as Accounting Officer, provide stewardship statements to the Department of Justice Accounting Officer, based on receipt of appropriate assurance from the Management Executive Team.

(x) Internal Audit Arrangements

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

There is a Service Level Agreement in place between DOF Internal Audit and PBNI, which the heads of both organisations have signed. It sets out the terms of the internal audit service.

(xi) External Audit Arrangements

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

(xii) Criminal Justice Inspection Northern Ireland (CJINI)

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

Risk Management and Internal Control

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

At the start of the 2020-21 business year, there were seven risks on PBNI's Strategic Risk Register. During the course of the year, two risks were de-escalated from the SRR. Firstly the risk associated with a no deal Brexit; and secondly PBNI's fragile case management system was fully replaced with a modern fit for purpose system. At the conclusion of the business year, there were six risks on the SRR, one of these was assessed as high risk: the potential disruption to service delivery associated with the delay in resolving revalorising and modernising pay scales.

The SRR was reviewed and updated by senior management on a quarterly basis. These updates were then considered by the Board's Audit and Risk Assurance Committee – ultimately the reviewed SRR is approved by the Board of PBNI on a quarterly basis.

As Accounting Officer, I chair an Audit and Risk Management Group, which meets quarterly to review PBNI's Strategic Risk Register, consider escalation / de-escalation of risks between the departmental and strategic risk registers and conducts 'horizon scanning' for emerging risks. The group also monitors progress in respect of the implementation of recommendations arising from Internal Audit and external inspections. On provision of Stewardship Statements from the Directors on a six monthly basis, I in turn provide a six monthly stewardship report to the Department of Justice Principal Accounting Officer.

Review of the Effectiveness of the Governance Framework

(i) Provision of information and data to the Board

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

- Committee Reports (where applicable);
- Monthly Financial Outturn;

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

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

- Review of the Strategic Risk Register;
- Review of Internal Audit Reports;
- Audit Control Log/Internal Audit/CJI/NIAO Recommendations;
- CJINI Inspection Reports;
- DOF Circulars/DAO and DFD letters; and
- Fraud Update.

(ii) Board Effectiveness

The Board carried out a detailed assessment of its effectiveness in August 2019. The assessment was that the Board operates cohesively and effectively with a strong collective approach. A number of areas for development were noted and the Board has developed an action plan to progress this work.

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

In accordance with the Corporate Governance Code of Good Practice, a Management Statement and Financial Memorandum is in place between the Department of Justice and PBNI, which sets out the framework within which PBNI operates. The Board's Code of Good Practice was updated in November 2014 in line with the Code of Conduct for Board Members of Public Bodies from the Department of Finance.

(iv) Ministerial Directions

There were no Ministerial Directions sought or issued during 2020-21.

(v) Highlights of the PBNI Board and Committee Reports

The standing agenda items for PBNI Board meetings have been listed above. In addition, the Board considered and approved the following items in 2020-21.

Policies Approved by the Board

- Social Media Policy.
- Complaints Policy.
- Learning and Development Policy.
- Performance Capability Policy.
- Career Break Policy.
- Recruitment Policy.
- Accessing Social Media of Service Users Policy.
- Adult Safeguarding Policy and Procedures.
- Flexible Working Policy.
- Code of Conduct for Staff.
- PBNI Employers Code of Practice.

Quarterly/Annual Reports Approved by the Board:

- Strategic Risk Register Q4 2019-20.
- Strategic Risk Register Q1 2020/21.
- Strategic Risk Register Q2 2020/21.
- Strategic Risk Register Q3 2020/21
- Business Plan Q4 2019-20.
- Revised Business Plan 2020-21.
- Business Plan Q1 2020-21.
- Business Plan Q2 2020-21.
- Business Plan Q3 2020-21.
- Draft Business Plan 2021-22.
- Annual Report and Accounts 2019-20.
- Report to Those Charged with Governance 2019-20.

Quarterly/Annual Reports Noted by the Board:

- Governance Action Plan.
- Annual Caseload Report 2019-20.
- Caseload Statistics Q1 2020-21.
- Annual Equality and Good Relations Annual Report
- Caseload Statistics Q2 2020-21.
- Criminal Justice Trends.
- Reoffending Statistics 2017-18 Cohort.

Items also approved by the Board:

- Estates Strategy 2020-23.
- TPMO Draft interim multi agency review of arrangements.
- Communications Strategy .
- Criminal Justice Inspectorate NI (CJINI) Inspection of Probation Board for Northern Ireland.
- Disability Action Plan.
- IT Strategy 2021-24.
- Peoples' Strategy.
- Revised ARAC Terms of Reference.
- Programme for Government Consultation.

Board Led Seminars:

- Seminar on Domestic Abuse

Presentations:

- Outgoing Boardroom Apprentice - Sarah Bruce
- Problem Solving Justice - Led by the Policy and Practice Committee (PPC) Chair
- Brexit Update - Graham Walker, DOJ
- People's Strategy - Led by the Corporate Resources Committee (CRC) Chair

- Professor Siobhan O'Neill - PPC (February 2021)

(vi) Achievements

During the year 2020-21, PBNI received **satisfactory assurance** on all four scheduled internal audit reports; Administration of grants T&S staff, Annual Report and Accounts and Cyber security. PBNI is working towards implementing all of the recommendations from these reports.

Significant Internal Control Issues

Effective governance arrangements and oversight are maintained to ensure appropriate and timely responses to such issues that arise. During the year PBNI has been addressing the following significant internal control issues:

- PBNI is currently reviewing the pay scales of employment for staff on National Negotiating Council (NCC) and Standing Committee of Chief Officer Grades (SCCOG) terms. Due to changes in the England and Wales Probation Service, the National Probation terms and conditions of employment that PBNI has followed since 1983 have been disestablished. DOF and DOJ approved a business case to enable PBNI to revalorise pay scales and to deliver on a 1% cost of living rise from 2017-18 to 2019-20. A pay remit has now been submitted to the DOJ for the 2019-20 settlement which equates to approximately 2.6%, which PBNI management and Union officials agree is fair¹. A working group with Unions has commenced the business case to review PBNI pay structures. There may be financial implications depending on the terms and conditions of employment applied to these staff, in particular the impact on pay remits.

¹ Approval of operational pay remit for 2019-20 received by PBNI on 2 June 2021.

- Prior to 1 July 2015, PBNI had been paying NILGOSC pension contributions and associated National Insurance contributions on behalf of a number of administrative staff, which was contrary to NILGOSC regulations. A business case was approved by DOJ and DOF to phase out the payments over three years. From 1 July 2015, the affected staff have been paying the correct NILGOSC contributions with PBNI paying an allowance phased over three years which ended in July 2018. Northern Ireland Public Service Alliance (NIPSA) are querying this approach and a Statement of Claim has been received. Crown Solicitors Office (CSO) and Counsel has reviewed the claim and has prepared a response.
- PBNI's overall Security Assessment level was re-assessed in February 2020 and December 2018 as "Moderate", having been assessed as "Substantial" following threat assessments in September 2017 and March 2018. The moderate assessment was reconfirmed in February 2020. A solution regarding Terrorist//Politically Motivated Offender (TPMO) is still being progressed with the DOJ. In the meantime Multi-Agency Arrangements (MARA) are in place.
- An internal audit review of PBNI case management system received limited assurance in 2014-15 and a follow up audit on 2016-2017 received the same assurance level. The audits made a number of recommendations, and these helped inform the specification for the new case management system: ECMS. The new system was fully delivered on March 2021 with all the recommendations now fully implemented and an updated internal audit review will take place early in the new business year.
- The risk and uncertainty to business continuity and staff wellbeing as a consequence of COVID-19 is included on the risk register. PBNI established a COVID-19 Recovery Group which developed and has overseen the implementation of a Recovery Plan.

Internal Auditor Statement on Assurance

In their Annual Assurance Report, the Probation Board's Internal Auditors reported that, on the basis of findings from work undertaken in 2020-21 and in previous years, the risk management, internal control and governance arrangements within PBNI are "satisfactory".

Conclusion

This Governance Statement has been reviewed and accepted by both the Audit and Risk Assurance Committee and the Board. I can provide satisfactory assurance on the effectiveness of the Probation Board's internal control environment. I confirm that an action plan to ensure continuous improvement to the systems is on-going. It is evidenced by the programme of work undertaken by the Audit and Risk Management Group, the Senior Leadership Team and the Audit and Risk Assurance Committee and this work will continue in 2021-22.

REMUNERATION AND STAFF REPORT

REMUNERATION REPORT

Remuneration Policy

Board Members

The Chairman and other members of the Board are appointed by the Minister of Justice, in line with the Commissioner for Public Appointments "Guidance on Appointments to Public Bodies". The DOJ determines the emoluments of the Chairman and Members.

Senior Executives

The senior executives of the Probation Board are employed by the Probation Board under terms and conditions of employment that are contained in collective agreements reached under the auspices of the Standing Committee for Probation Chief Officer Grades (England and Wales). The parties to the Standing Committee are the Probation Association, the National Probation Directorate, the GMB Society of Chief Officers of Probation (GMB-SCOOP) and the National Association of Probation Officers (NAPO).

Implementation of any agreement within the Probation Board is subject to the approval of the DOJ, given with the consent of the Department of Finance (DOF).

In reaching its recommendations, the parties to the Standing Committee have worked together to:

- Ensure that the pay system is fit for purpose and leads to higher quality service delivery;
- Develop a fair and transparent pay and conditions structure which has the confidence and support of employees, employers and trade unions;
- Assist the goal of building an excellent organisation with the right number of employees with the right skills and diversity, and organised in the right way;
- Encourage working patterns which enable employees to achieve an acceptable balance between work and their private life;
- Improve quality and availability of training and development opportunities to enhance service delivery and meet reasonable aspirations of employees;
- Meet equal pay for work of equal value criteria, recognising that pay can be any benefit in cash or conditions;
- Ensure implementation of new pay and conditions arrangements fairly and consistently across the service;
- Ensure that the implementation of new pay and conditions arrangements is within financial and other constraints; and
- Ensure as far as possible that staffing and other resources are commensurate with workload.

Service Contracts

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

Board Remuneration Committee

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

Salary and Pension Entitlements

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

Remuneration – Senior Executive Team

[AUDITED INFORMATION]

Name & Title	Salary (£'000)		Bonus Payments (£'000)		Benefits in Kind (to nearest £100)		Pension Benefits * (to nearest £1,000)		Total £'000	
	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20
Ms C Lamont <i>Chief Executive of Probation</i>	100-105	95-100	0-5	0-5	-	200	41	22	140-145	115-120
Dr G O'Hare <i>Acting Director of Rehabilitation</i>	70-75	65-70	-	-	-	200	24	33	95-100	100-105
Mr H Hamill <i>Director Operations</i>	75-80	70-75	-	-	-	200	35	26	110-115	95-100
Mrs G Robinson <i>Head of Human Resources</i>	70-75	65-70	-	-	100	100	27	20	95-100	85-90
Ms C Teggart <i>Head of Finance</i>	60-65	55-60	-	-	-	100	26	21	85-90	80-85

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

Salary

'Salary' includes gross salary; overtime; recruitment and retention allowances and any other allowance to the extent that it is subject to UK taxation and any severance or ex gratia payments.

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. Those detailed in the table above relate to mileage expenses paid to senior managers in the Probation Board in line with National Negotiating Council for the Probation Service terms and conditions. These are higher than the amount allowable for tax (45p per mile) and are reported to the Inland Revenue as a taxable emolument.

Bonuses

Bonuses are based on performance levels attained in accordance with SCCOG Chief Officer Terms and Conditions and are made as part of the appraisal process. The bonuses reported in 2020-21 relate to the performance in 2019-20 and the comparative bonuses reported for 2019-20 relate to the performance in 2018-19.

Board Members Remuneration and Expenses

The Chairman and Board Members receive remuneration and expenses. The Board Members are appointed for a fixed term of 3 years. The Chairman's remuneration is £33,010 per annum payable at a monthly rate of £2,751. Board Members receive remuneration of £5,050 per annum payable at a monthly rate of £420.83. The Chairman and the Board Members are not members of the Probation Board's pension scheme.

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

[AUDITED INFORMATION]

Members during 2020-21

Mr D Ashford QSFM	Chair	30-35
Ms J Gillespie CBE	Member	5-10
Mr G OhEara	Member	5-10
Mr D Wall OBE	Member	5-10
Mr N Bodger	Member	5-10
Dr J Byrne	Member	5-10
Dr K Clarke	Member	5-10
Mr K Donaghy	Member	5-10
Dr T Donaldson	Member	5-10
Mr P Douglas	Member	5-10
Ms P Keenan	Member	5-10
Mr M Murray CBE	Member	5-10
Dr K Clarke	Member (resigned Mar 21)	5-10

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

Fair Pay Disclosure [AUDITED INFORMATION]

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in the Probation Board in the financial year 2020-21 was £100,000 - £105,000 (2019-20 £95,000 - £100,000). This was 3.31 times (2019-20, 3.05 times) the median remuneration of the workforce, which was £30,860 (2019-20, £31,148).

In 2020-21, no employees received remuneration in excess of the highest paid director.

Remuneration ranged from £19,000 to £103,000 (2019-20, £18,000 to £96,000)

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

Pension Benefits [AUDITED INFORMATION]

Name & Title	Accrued pension at pension age as at 31/3/21 and related lump sum £'000	Real increase in pension and related lump sum at pension age £'000	CETV at 31/03/21 £'000	CETV at 31/03/20 £'000	Real increase in CETV £'000
Ms C Lamont CBE <i>Chief Executive</i>	50-55 plus lump sum 85-90	2.5-5 plus lump sum 0-2.5	1,068	1,018	34
Dr G O'Hare <i>Director of Rehabilitation</i>	25-30 plus lump sum 30-35	0-2.5 plus lump sum (0-2.5)	437	408	21
Mr H Hamill <i>Director of Operations</i>	30-35 plus lump sum 55-60	0-2.5 plus lump sum 0-2.5	717	684	24
Mrs G Robinson <i>Head of Human Resources</i>	15-20 plus lump sum 0-2.5	0-2.5 plus lump sum 0-2.5	197	173	17
Ms C Teggart <i>Head of Finance</i>	15-20 plus lump sum 10-15	0-2.5 plus lump sum 0-2.5	214	193	15

Pensions

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

Staff employed under National Negotiating Council based conditions (that is probation grades) contribute a % of remuneration, dependent on the level of that pensionable remuneration. The bandings for 2020-21 were as follows:

Contribution Rates

Band Range	Contribution Rate
Up to £15,000	5.5%
£15,001 - £22,900	5.8%
£22,901 - £38,300	6.5%
£38,301 - £46,400	6.8%
£46,401 - £91,900	8.5%
More than £91,900	10.5%

The employer's contribution is determined by the Committee's Actuary every three years and for 2020-21 year was 19.5% of remuneration.

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

Membership built up from 1 April 2015 will provide an annual pension based on 1/49th of the annual pensionable pay. This new pension scheme is a career average scheme.

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

The Local Government Pension Scheme (NI) is a multi-employer defined benefit scheme. The Probation Board's contributions are affected by a surplus or deficit in the scheme. The most recent full actuarial valuation was completed as at 31 March 2021. An employer contribution rate of 19.5% is in place for 2021-22 and 2022-23. Medical retirement is possible in the event of serious ill-health. In this case pensions are brought into payment immediately without actuarial reduction and with service enhanced as for widow(er) pensions.

The Cash Equivalent Transfer Value (CETV)

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

The Real Increase in the Value of the CETV

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

STAFF REPORT

Staff Costs (AUDITED INFORMATION)

Staff costs are captured in the table below:

			2020-21 £'000	2019-20 £'000
	Permanently Employed Staff	Others	Total	Total
Wages and salaries	12,890	1,379	14,269	12,770
Social security costs	1,236	-	1,236	1,168
Other pension costs*	4,254	-	4,254	4,236
Sub Total	18,380	1,379	19,759	18,174
Less recoveries in respect of outward secondments	(104)	-	(104)	(159)
Total net costs*	18,276	1,379	19,655	18,015
Of which:	Charged to Programme	Charged to Others	Total	
PBNI	18,276	1,379	19,655	
Total net costs	18,276	1,379	19,655	

* Of the total, £20k has been charged to capital.

Pension information is available in Note 11.

The average number of staff employed by the Probation Board during 2020-21 was as follows:

(AUDITED INFORMATION)

	Permanently Employed Staff	Others	Total 2020-21	Total 2019-20
Directly Employed	384	-	384	366
Other	-	38	38	41
Staff engaged on Capital Projects	-	-	-	-
Totals	384	38	422	407

Employees (AUDITED INFORMATION)

The breakdown of Full Time Equivalent (FTE) employee group by gender at 31 March 2021 is as follows:

Employee Group	Number of FTE employees at 31 March 2021		
	Female	Male	Total
Chief Executive/Directors	2	1	3
Senior Managers (other than Directors)	7	1	8
Permanent employees	269.46	75.56	345.02
Temporary employees (Agency)	20.13	9.81	29.94
Total	298.59	87.37	385.96

Agency workers filled vacant essential established posts created by leavers and maternity leave and were also used to fill temporary posts created by temporary programmes.

Staff Turnover

The table below shows details of staff turnover in 2020-21:

	Number of Staff at beginning of period	Leavers	Staff turnover (%)
Senior Management	15	1	6.7
Probation Grade	275	30	10.9
Corporate Admin	34	3	8.8
Operational Support	50	2	4.0
Total	374	36	9.6

Sickness Absence Data

The average number of days sick absence per employee for the year 2020-21 was 10.3 days. The average days sick absence per employee for the previous year 2019-20 was 16.7 days (12.3 days in 2018-19). The reduction of sickness absence levels remains a business objective for the Probation Board in 2021-2022. Sick absence has been affected by the COVID-19 pandemic which has seen a significant reduction in short-term absence.

A Department of Finance Internal Audit review of PBNI's procedures for attendance management (February 2017) noted that levels of sick absence were not sustainable while also noting 'that there have been a number of long term absences which have had a significant impact on the absence figures given that PBNI is a relatively small organisation. These (absences) are being managed through the long term sickness absence procedure in order to facilitate a return to work.'

Staff Engagement

The Probation Board maintains arrangements for regularly consulting employees so that their views may be taken into account in decision-making. Membership of two trade unions, the National Association of Probation Officers (NAPO) and the Northern Ireland Public Service Alliance (NIPSA), is available to all staff within the Probation Board. A Joint Negotiating and Consultative Committee, on which management and the two unions are represented, provides the formal consultative mechanism for discussion of policy and other issues of concern to employees. In addition, employees at all levels are kept informed of decisions taken by the Board and senior management, as well as of matters bearing on the performance of the organisation and directly on their terms and conditions of employment.

Two internal surveys were conducted with PBNI staff during 2020 -21. An online internal communications survey was issued to all staff in June 2020 in order to gauge the level of current and future use of internal communication mechanisms within PBNI and to determine staff preference for how they wished to be kept informed.

In total, 135 staff responded to the questionnaire, equating to a response rate of 36% which is an increase of 5% from the previous survey in 2017. Probation News was read by 94% (2017: 93%) of respondents in the last year and the percentage of staff reading content on the Intranet was 98% (2017: 94%). The vast majority of respondents attended team meetings (93%), the same as 2017 (93%), and just over half (53%) indicated that they had read minutes of organisational meetings, which is up from 2017 (40%). Significantly 96% (2017: 96%) of respondents answered that they had read the Chief Executive's Communique in the past year and 93% (2017: 90%) indicated that they were extremely likely or likely to read it in future.

The second survey, issued to staff in December 2020, concerned the learning gathered throughout the organisation in response to the COVID-19 pandemic. Staff were consulted throughout the Recovery Planning process for COVID-19, and suggestions and feedback from staff was encouraged. There was also weekly communication with all staff explaining PBNI decision making. This online survey was issued to get further feedback and learning from all staff. In total, 111 staff responded to the questionnaire, equating to a response rate of 25%. When staff were asked "Have you found the Recovery Plan documents useful?" 95.5% answered "Yes". When asked "Have you felt supported by the organisation during COVID-19?" in Question 7, 88.29% responded 'Yes'. When asked in question 11 "What do you think of the way the organisation is communicating?" over 90.99% said Good or Very Good.

The PBNI People Strategy 2020-23 states, "organisational culture is often described as 'the way we do things around here'. It is a wide ranging area that encompasses how staff interact with each other and how they feel about work, how empowered staff feel to take and own their decisions, and how open an organisation is to innovation and change." As part of the People Strategy internal and externally facilitated staff focus groups were held in January and February 2021 and a staff questionnaire issued in March 2021. A total of seventy-five members of staff attended one of the internal focus groups/individual conversations, twenty-seven members of staff attended the external focus groups and one hundred and fifty one members of staff responded to the anonymous questionnaire. A Culture Thematic Report was subsequently drafted encapsulating the feedback from staff and setting in place a number of recommendations to improve organisational culture. These recommendations and a communications and engagement plan for staff have begun to be implemented in 2021.

Equal Opportunity Policy Statement

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

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

Equality and Diversity

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

Off-payroll engagements and Exit Packages (AUDITED INFORMATION)

PBNI did not have any off-payroll engagements during the 2020-21 financial year.

Assembly Accountability and Audit Report (AUDITED INFORMATION)

Losses and Special Payments

There were no losses nor special payments made by the Board in 2020-21 (zero in 2019-20).

Fees and Charges

PBNI carries out statutory services in Prisons for the provision of social welfare services in prisons and young offenders' centres as set out in the Probation Board (Northern Ireland) Order 1982. PBNI charge the Northern Ireland Prison Service (NIPS) for this service. The charge is full cost recovery as agreed in a Service Level Agreement. PBNI received £1,134k in income from NIPS in 2020-21 (£1,134k in 2019-20).

Remote Contingent Liabilities

PBNI has no remote contingent liabilities to report at 31 March 2021 (zero in 2019-20).



Cheryl Lamont CBE
Chief Executive

PROBATION BOARD FOR NORTHERN IRELAND

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

Opinion on financial statements

I certify that I have audited the financial statements of the Probation Board for Northern Ireland for the year ended 31 March 2021 under the Probation Board (Northern Ireland Order) 1982 as amended by the Northern Ireland Act 1988 (Devolution of Policing and Justice Functions) Order 2010. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes including significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRS) as adopted by the European Union and interpreted by the Government Financial Reporting Manual.

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

In my opinion the financial statements:

- give a true and fair view of the state of the Probation Board for Northern Ireland's affairs as at 31 March 2021 and of the Probation Board for Northern Ireland's net operating expenditure for the year then ended; and
- have been properly prepared in accordance with the Probation Board (Northern Ireland Order) 1982 as amended by the Northern Ireland Act 1988 (Devolution of Policing and Justice Functions) Order 2010 and Department of Justice directions issued thereunder.

Opinion on regularity

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

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate. My staff and I are independent of the Probation Board for Northern Ireland in accordance with the ethical requirements of the Financial Reporting Council's Revised Ethical Standard 2019, and have fulfilled our other ethical responsibilities in accordance with these requirements.

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

Conclusions relating to going concern

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

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

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

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

Other Information

The other information comprises the information included in the annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited and my audit certificate and report. The Board and the Accounting Officer are responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my report I do not express any form of assurance conclusion thereon. My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

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

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department of Justice directions made under the Probation Board (Northern Ireland Order) 1982 as amended by the Northern Ireland Act 1988 (Devolution of Policing and Justice Functions) Order 2010; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Probation Board for Northern Ireland and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

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

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer Responsibilities, the Board and the Accounting Officer are responsible for:

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

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Probation Board (Northern Ireland Order) 1982 as amended by the Northern Ireland Act 1988 (Devolution of Policing and Justice Functions) Order 2010.

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

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Probation Board for Northern Ireland through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included the Probation Board (Northern Ireland Order) 1982 as amended by the Northern Ireland Act 1988 (Devolution of Policing and Justice Functions) Order 2010 and the Government Resources and Accounts Act (Northern Ireland) 2001;
- making enquires of management and those charged with governance on the Probation Board for Northern Ireland's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;

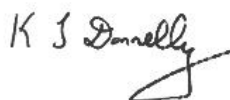
- completing risk assessment procedures to assess the susceptibility of the Probation Board for Northern Ireland's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the posting of unusual journals;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate, testing of journal entries, discussing regularity with management, reading internal audit reports, and review of legal provisions; and
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

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

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

Report

I have no observations to make on these financial statements.

A handwritten signature in black ink, appearing to read 'K J Donnelly', with a stylized flourish at the end.

KJ Donnelly
Comptroller and Auditor General
Northern Ireland Audit Office
1 Bradford Court
Upper Galwally
Belfast
BT8 6RB

7 July 2021

FINANCIAL STATEMENTS 2020-21

STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE YEAR

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

	Note	2020-21 £'000	2019-20 £'000
Revenue from contracts with customers	4	(1,134)	(1,134)
Other Operating Income	4	(945)	(1,026)
Total Operating Income		(2,079)	(2,160)
Staff Costs	2	19,759	18,174
Purchases of goods and services	2	4,213	4,056
Depreciation and Amortisation charges	5&6	378	455
Other Operating Expenditure	3	2,378	2,144
Total Operating Expenditure		26,728	24,829
Net Operating Expenditure		24,649	22,669
Finance Income		(3)	(2)
Finance Expense		686	373
Net expenditure for the year		25,332	23,040
Other comprehensive net expenditure			
Items that will not be reclassified to net operating expenditure:			
Net gain on revaluation of Property, Plant and Equipment.	5	(2)	(18)
Net gain on revaluation of Intangible Assets	6	-	(1)
Actuarial loss on Pension Scheme Liabilities	11.7	6,828	11,922
Comprehensive net expenditure for the year		32,158	34,943

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

The notes on pages 80 to 114 form part of the accounts.

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2021

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

	Note	31 March 2021 £'000	31 March 2020 £'000
Non-current assets:			
Property, plant and equipment	5	2,284	2,535
Intangible assets	6	1,256	368
Financial assets	18	13	24
Total non-current assets		<u>3,553</u>	<u>2,927</u>
Current assets:			
Assets classified as held for sale	7	311	311
Trade and other receivables	9	314	425
Financial assets	18	16	16
Total current assets		<u>641</u>	<u>752</u>
Total assets		4,194	3,679
Current liabilities:			
Cash and cash equivalents	8	(631)	(728)
Trade and other payables	10	(2,947)	(2,420)
Total current liabilities		<u>(3,578)</u>	<u>(3,148)</u>
Total assets less current liabilities		<u>616</u>	<u>531</u>
Non-current liabilities			
Provisions	11.3	(40,543)	(30,946)
Total non-current liabilities		<u>(40,543)</u>	<u>(30,946)</u>
Total assets less liabilities		<u>(39,927)</u>	<u>(30,415)</u>
Taxpayers' equity and other reserves			
General Reserve		(40,573)	(31,115)
Revaluation reserve		646	700
Total Taxpayers' Deficit		<u>(39,927)</u>	<u>(30,415)</u>

The notes on pages 80 to 114 form part of the accounts. The financial statements on pages 76 to 79 were approved by the Board and were signed on its behalf by:

Cheryl A Lamont

Cheryl Lamont CBE
Chief Executive

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

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

	Note	£'000	2020-21 £'000	£'000	2019-20 £'000
Cash Flows from operating activities					
Net expenditure for the year			(25,332)		(23,040)
Adjustments for non-cash transactions	12	5,375		5,101	
Decrease/(Increase) in trade and other receivables	9	111		(154)	
Increase in trade and other payables	10	527		398	
Employers Pension Costs	11.6	(2,228)		(2,274)	
			<u>3,785</u>		<u>3,071</u>
Net cash outflow from operating activities			(21,547)		(19,969)
Cash flows from investing activities					
Purchase of property, plant and equipment	5	(120)		(768)	
Purchase of intangible assets	6	(893)		(322)	
Proceeds from Disposal of Property		-		227	
Loans to employees for car loans	18	(6)		(25)	
Repayments of Loans	18	17		15	
Net cash outflow from investing activities			(1,002)		(873)
Cash flows from financing activities					
Grants from Sponsoring Department			<u>22,646</u>		<u>20,389</u>
Net (decrease) in cash and cash equivalents in the period			97		(453)
Cash and cash equivalents at the beginning of the period			<u>(728)</u>		<u>(275)</u>
Cash and cash equivalents at the end of the period	8		(631)		(728)

The notes on pages 80 to 114 form part of the accounts

**STATEMENT OF CHANGES IN TAXPAYERS' EQUITY
FOR THE YEAR ENDED 31 MARCH 2021**

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

	General Fund	Revaluation Reserve	Taxpayers' Equity
	£'000	£'000	£'000
Balance at 31 March 2019	(16,675)	815	(15,860)
Net gain on revaluation of property, plant and equipment	-	18	18
Actuarial Gain	(11,922)	-	(11,922)
Release of reserves to the net expenditure account	133	(133)	-
Comprehensive net expenditure for the year	(23,040)	-	(23,040)
Grant from sponsoring department	20,389	-	20,389
Balance at 31 March 2020	(31,115)	700	(30,415)
Changes in taxpayers' equity for 2020-21			
Net gain on revaluation of property, plant and equipment	-	2	2
Actuarial Loss	(6,828)	-	(6,828)
Release of reserves to the net expenditure account	56	(56)	-
Comprehensive net expenditure for the year	(25,332)	-	(25,332)
Grant from sponsoring department	22,646	-	22,646
Balance at 31 March 2021	(40,573)	646	(39,927)

The notes on pages 80 to 114 form part of the accounts

NOTES TO THE ACCOUNTS

1. STATEMENT OF ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the 2020-21 Government Financial Reporting Manual (FReM) issued by Department of Finance. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Probation Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Probation Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

1.1 Accounting Convention

The financial statements are prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and intangible assets. The accounts are stated in pounds sterling, which is the Probation Board's functional and presentational currency. Unless otherwise noted, the amounts shown in these financial statements are in thousands of pounds sterling (£'000).

The accounts are prepared in accordance with the accounts direction issued by the Department of Finance on 3 March 2021 for year ended 31 March 2021.

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

1.2 Change to Accounting Policy

No changes to accounting policy were applied in financial year 2020-21.

1.3 Advances to Probation Offices

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

1.4 Department of Justice Grant

Grant income in respect of revenue and capital expenditure is credited to the General Fund in accordance with guidance contained in the FReM.

1.5 Value Added Tax

PBNI registered for VAT on secondment income only from 1 April 2014. HMRC advised PBNI of the registration in January 2016 and have charged VAT on seconded income from April 2014. There was a VAT liability of £5k with HMRC at 31 March 2021. All other transactions are currently stated gross of VAT.

1.6 Income – Note 4

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

Step 1: A contract is put in place with all customers

Step 2: Performance obligations are included in the contract

Step 3: Transaction price is agreed with the customer

Step 4: Performance obligations in the contract are monitored in line with payment

Step 5: Revenue is recognised when performance obligations are satisfied.

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

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

1.7 Non-Current Assets – Tangible and Intangible

The thresholds for non-current assets adopted by Probation Board are given below.

CATEGORY	METHOD OF RECORDING	THRESHOLD	ESTIMATED USEFUL LIVES
Land	Individual	£ Nil	Freehold – Infinite Leasehold – Length of Lease
Buildings and dwellings	Individual	£ Nil	Freehold – 20 to 80 years Leasehold – Length of Lease
Motor Vehicles	Individual	£1,000	5 years
Furniture and fittings	Individual	£1,000	10 years
Plant and machinery	Individual	£1,000	5 years
Office machinery and equipment	Individual	£1,000	5 years
Computer hardware Telecoms and networks	Individual	Attractive items of value normally in excess of £100	5 years
Computer software and licences (Intangible)	Individual	£5,000	5-7 years

Method of Recording

Non-current assets are capitalised individually in the asset register rather than capitalised as a group of assets.

Threshold

Expenditure in each category is capitalised and included in the asset register if equal to or greater than the threshold value indicated for each category.

Measurement and Valuation

All tangible and intangible non-current assets are carried at fair value. The estimated useful lives of assets are reviewed regularly and when necessary revised. Land, assets in the course of construction and payments on account (if any) are not depreciated. Depreciation is provided on a straight line basis in order to write off the valuation of all other non-current assets over their estimated useful lives. A full month's depreciation is charged in the month of acquisition of assets, but no depreciation is charged in the month of disposal of the assets.

PBNI has capitalised its non-property assets at depreciated replacement cost. Donated assets have been capitalised at fair value on receipt. These are also revalued in the same way as all other non-current assets as outlined below.

All non-current assets with the exception of land and buildings and assets under construction are revalued by reference to appropriate Office for National Statistics indices as a proxy for fair value. Revaluations are recognised on an asset-by-asset basis with no account taken of potential profit or loss on other non-current assets.

An independent desk-based valuation of land and buildings is completed annually by Land and Property Services (LPS) with a full professional valuation every 5 years. A full professional valuation was carried out as at 28 February 2018. The desk top valuation was completed this year by Mr Neil McCall MRCIS and Ms Lynsey Allem MRCIS of LPS.

1.8 Leases.

All leases for land and buildings occupied by the Probation Board are considered to be operating leases. If finance leases were to exist, the assets would be capitalised at the commencement of the lease term at the fair value of the leased asset. The corresponding lease commitments would be shown as finance leases obligations within liabilities. Depreciation on capitalised leased assets would be charged in line with the depreciation policy for similar assets.

The leases in place within the Probation Board are classified as operating leases, where a significant proportion of the risks and rewards are held by the lessor. Rentals are charged to the net expenditure account over the period of the lease.

1.9 Pension Costs

Most staff in PBNI are members of the Local Government Pension Scheme (NI). Further details regarding the operation of the pension scheme are contained in the pensions section of note 2, note 11 to the accounts and the Remuneration and Staff Report.

1.10 Early Departure Costs

The Probation Board is required to provide in full for the cost of paying pensions of employees who retire early from the date of their retirement until the pension is no longer due to the individuals or their spouses.

Payments during the year in respect of these individuals are charged to the provision. Each year the provision is recalculated and restated if necessary with any under or over provision charged or credited to Other Operating Costs. This is part of the IAS19 actuarial valuation and it is shown in Note 11 – Pension Commitments.

1.11 Provisions

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

1.12 Contingent Liabilities

In accordance with International Accounting Standard (IAS) 37, PBNI has no contingent liabilities, which are both probable and estimable, to report as at 31 March 2021.

1.13 Assets Classified as Held for Sale

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

1.14 Community and Voluntary Sector Funding

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

1.15 Insurance

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

1.16 Financial Instruments.

Financial assets and liabilities are recognised when the Probation Board becomes party to the contractual provisions of the instrument. Financial assets are derecognised when the Probation Board no longer has rights to cash flows, the risks and rewards of ownership or control of the asset. Financial liabilities are derecognised when the obligation under the liability is discharged, cancelled or expires. Note 18 reflects the balance owed to PBNI in respect of the car loan scheme. Officers designated as essential car users will be considered for a loan under the conditions of the scheme in accordance with the Probation Board (NI) Order 1982.

1.16.1 Financial Assets

Trade and Other Receivables

Financial assets within trade and other receivables are recognised and retained at invoiced cost which is considered to equate to fair value as the contractual obligations are short term in nature and based on standard invoiced prices. Provisions are made specifically where there is objective evidence of a dispute or inability to pay.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash in hand and current balances with banks which are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value and have an original maturity of three months or less. Bank overdrafts are included within loans and other borrowings in current liabilities on the statement of financial position.

Impairment of Financial Assets

PBNI assess at each reporting date whether a financial asset or group of financial assets are impaired. Where there is objective evidence that an impairment loss has arisen on assets carried at amortised cost, the carrying amount is reduced with the loss being recognised in the Net Expenditure Account.

1.16.2 Financial Liabilities

Trade and Other Payables

Financial liabilities within trade and other payables are recognised and retained at invoiced cost which is considered to equate to fair value as all such liabilities are short term in nature.

1.17 Employee Benefits

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

1.18 Segmental Reporting

In line with the provisions of IFRS 8: (Operating Segments), PBNI does not analyse its net expenditure by operating segment as it has concluded that it has no separately identifiable operating segments. This conclusion is based on PBNI's current system/format of internal management reporting to the Chief Executive, Senior Executive Team, Senior Leadership Team and Board, who consider financial performance at Board level.

1.19 Critical Accounting Estimates and Key Judgements

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

- (i) Depreciation of property, plant and equipment
Depreciation is provided in the accounts so as to write down the respective assets to their residual values over their expected residual lives and as such the selection of the estimated useful lives and the expected residual values of the assets require the use of estimates and judgements. Details of the estimated useful lives are shown in Note 1.6.

(ii) Impairment of property, plant and equipment

Where there is an indication that the carrying values of items of property, plant and equipment may have been impaired through events or changes in circumstances, a review will be undertaken of the recoverable amount of that asset.

(iii) Pension and other post-retirement benefits

PBNI accounts for pension and other post-retirement benefits in accordance with IAS 19. In determining the pension cost and the defined benefit obligation of the pension scheme, a number of assumptions are used by the Actuary, these include the discount rate, salary growth, price inflation, the expected return on the schemes' investments and mortality rates. Further details are contained in Note 11.

(iv) Calculation of employee benefits

This calculation is based on a 10% sample of the workforce in PBNI, across all grades and specialisms. The sample results are then used as a basis for calculating an overall figure for PBNI.

1.21 Accounting standards, amendments, interpretations or other updates that were issued and effective from 1 January 2021

PBNI has considered the accounting standards, interpretations and updates identified by HM Treasury effective from 1 January 2021 and considers that these changes are not relevant or material to its operations.

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

PBNI has considered those new standards, interpretations and amendments to existing standards which have been published and are mandatory for the accounting periods beginning on or after 1 April 2020 or later periods, but which PBNI has not adopted early. Other than as outlined below, PBNI considers that these standards are not relevant or material to its operations.

Standard	IFRS 16 – Leases: Lease incentives, updates
Effective date	1 January 2019
<i>FReM</i> application	1 April 2022
Description of revision	<p>The proposed amendment to Illustrative Example 13 accompanying IFRS 16 would remove from the example the reimbursement of leasehold improvements by the lessor. The proposed amendment would resolve any potential confusion regarding the treatment of lease incentives that might arise because of how lease incentives are illustrated in that example.</p> <p>Proposal for a narrow-scope amendment to IAS 16 Property, Plant and Equipment is proposed to prohibit the deduction of proceeds from selling items produced from the cost of PPE, before the item of PPE can operate as intended by management. Instead, the company would recognise those sales proceeds and related costs in profit or loss.</p> <p>IASB proposed to apply the amendments retrospectively to items of PPE made available for use on or after the beginning of the earliest period presented when companies first apply the amendments. It also clarifies the meaning of testing, to be clear that this is when an entity is testing the technical or physical performance of the asset, and not its financial performance.</p> <p>Amendment issued on 14 May 2020.</p>
Comments	<p>IFRS 16 Leases replaces IAS 17 Leases and is effective with EU adoption from 1 January 2019. In line with the requirements of the <i>FReM</i>, IFRS 16 will be implemented, as interpreted and adapted for the public sector, with effect from 1 April 2022.</p> <p>The main impact of the introduction of IFRS 16 will be that PBNI will need to disclose operating leases in the Statement of Financial Position. Leases will be disclosed as liabilities and the subject of the leases (e.g, property) will be disclosed as assets.</p>

1.23 Financial Reporting - Future Developments

Standard	IAS 1 – Presentation of financial statements: Classification of liabilities as current or non-current (Amendments)
Effective date	1 January 2023
<i>FReM</i> application	To be advised
Description of revision	<p>The amendment makes no fundamental changes but clarifies some aspects of the standard. The amendment affects the presentation of liabilities in the statement of financial position only and not the timing of recognition or the disclosure requirements. It clarifies:</p> <ul style="list-style-type: none"> • that the classification of a liability as current or non-current is based on the rights that are in existence at the end of the reporting period and the “right” to defer settlement by at least 12 months must be in place at the end of the reporting period if it is to affect the liability classification. • the classification is unaffected by the expectation of the entity exercising this right • the settlement refers to the transfer to the counterparty of cash, equity instrument, and other assets or services. <p>The amendment was agreed in January 2020 with an effective date of 1 January 2022. However, due to Covid-19, the IASB has delayed the effective date to 1 January 2023.</p>

Standard	IAS 1 and IFRS Practice Statement 2 – Disclosure initiative: Definition of material (Narrow scope amendments)
Effective date	1 January 2023
<i>FReM</i> application	To be advised
Description of revision	<p>Amendments to paragraphs 117-122 of IAS 1 and a new guidance for application in IFRS practice statement 2 are intended to help entities provide more useful accounting policy disclosure to the primary users of financial statements. The proposals include changing the request for “significant” disclosures to “material” disclosures and providing information aimed to assist entities apply the concept of materiality. These proposed amendments build on the amendments brought in due to the definition of materiality project and aim to help entities:</p> <ul style="list-style-type: none"> • identify and disclose all accounting policies that provide material information to primary users of financial statements; and • identify immaterial accounting policies and eliminate them from their financial statements. <p>IASB issued the revised standard on 12 February 2021, to take effect from 1 January 2023.</p>

Standard	IAS 8 – Accounting policies and Accounting Estimates
Effective date	1 January 2023
<i>FReM</i> application	To be advised
Description of revision	<p>Amendment of the definitions of accounting policies and changes in accounting estimates to:</p> <ul style="list-style-type: none"> • Clarify the definitions of accounting policies and of changes in accounting estimates with the objective of making them more concise and distinctive; • Clarify how accounting policies and estimates relate to each other; • Add guidance about whether changes in valuation techniques and in estimation techniques are changes in accounting estimates; and • Update examples of estimates provided in IAS 8. <p>IASB issued the revised standard on 12 February 2021, to take effect from 1 January 2023.</p>
Standard	IFRS 17 – Insurance Contracts
Effective date	1 January 2023
<i>FReM</i> application	To be advised
Description of revision	<p>On 25 June 2020, the IASB issued 'Amendments to IFRS 17' to address concerns and implementation challenges that were identified after IFRS 17 'Insurance Contracts' was published in 2017. The amendments are effective for annual periods beginning on or after 1 January 2023.</p> <p>PBNI will assess the impact of the introduction of IFRS 17 on receipt of <i>FReM</i> guidance.</p>

2. EXPENDITURE

	2020-21 £'000	2019-20 £'000
Staff Costs*		
Wages and Salaries	14,269	12,770
Social Security Costs	1,236	1,168
Other Pension Costs	4,254	4,236
Staff related Costs	341	617
Rentals under operating leases	740	670
Accommodation costs	958	812
Office services	215	593
Contracted out services	1,224	682
Professional costs	224	300
Audit and accountancy fees	30	25
Managed services	0	3
Consumables, materials and equipment costs	272	132
Commissions and tribunal costs	37	36
Non-capital purchases	24	15
Client and other programme operating costs	78	107
Other	13	27
Non cash (Profit) on disposal of non current assets	0	(15)
Other Non cash items	57	52
	<hr/>	<hr/>
	23,972	22,230
	<hr/>	<hr/>

*Further Analysis of staff costs is located in the Staff Report on page 59.

3. OTHER OPERATING EXPENDITURE

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

	2020-21 £'000	2019-20 £'000
Grants over £100,000		
Northern Ireland Association for Care and Resettlement of Offenders (NIACRO) ¹	998	905
Ascertainment ²	380	274
Addiction NI ³	166	192
Barnardo's ⁴	149	149
Start 360 ⁵	157	123
Extern ⁶	105	67
Grants £50,001- £100,000		
Women's Aid Federation ⁷	80	43
Grants £25,001- £50,000		
NI Alternatives ⁸	40	40
Community Restorative Justice Ireland (CRJI) ⁹	40	40
Cancer Focus NI	-	40
The Turnaround Project ¹⁰	39	35
Vineyard Compassion ¹¹	40	30
Verbal Arts Centre NI	-	26
Grants up to £25,000¹²	<u>184</u>	<u>180</u>
Total	<u>2,378</u>	<u>2,144</u>

¹ **NIACRO** - £843k was awarded for the Mentoring project and Young Men's project under the Aspire programme; £100k awarded for the Working Well Programme; and £55k for the Transitions project.

² **Ascertainment** - £380k was awarded for the Addiction Services project.

³ **Addiction NI** - was awarded £166k for the Substance Misuse Court.

⁴ **Barnardo's** - was awarded £49k through Assets Recovery Community Scheme (ARCS) funding for the Beyond the Gate project and £100k for the ECO-Parenting project.

⁵ **Start 360** - £92k was awarded for the Engage project under the Aspire programme and £65k for the Protect Life project.

⁶ **Extern** - was awarded £30k for the Rural Floating Support project; £30k the Mental Health Project; and £45k for hostel services.

⁷ **Women's Aid Federation** - £80k was awarded for the Promoting Positive Relationship Programme (PRRP).

⁸ **Northern Ireland Alternatives** - was awarded £40k for the ECO project.

⁹ **CRJI** - was awarded £40k for the ECO project.

¹⁰ **The Turnaround Project** - was awarded £39k for the Grounds Maintenance project through ARCS funding.

¹¹ **Vineyard Compassion** - was awarded £36k for the Link to Work project through ARCS funding and £4k for Community Service Placements..

¹² **Grants up to £25,000** - Funding relates to the following: Hostel grants x 3 (£55k), Therapeutic Space Programme (£18k), Change Makers Programme (£15k) and 34 Community Service Placement grants (£96k).

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

4. INCOME

	2020-21	2019-20
	£'000	£'000
Income from Activities		
Revenue from contracts with customers		
NI Prison Service	1,134	1,134
Other Operating Income		
Secondment	104	159
Other Income	841	867
	2,079	2,160

NI Prison Service - £1,134k (2019-20 £1,134k) as per Service Level Agreement between the Probation Board and the NI Prison Service for the provision of social welfare services in prisons and young offenders' centres as set out in the Probation Board (Northern Ireland) Order 1982.

Secondment - £104k (2019-20 £159k) represents salary and travel income for staff on secondment.

Other Income - £841k (2019-20 £867k) for programmes in 2020-21 funded from additional monies received from the DOJ and Northern Ireland Courts and Tribunal Service (NICTS) for the PPRP and Substance Misuse Court programmes respectively, and also for recharges for services supplied to other public bodies for rent and for ARCS funding.

5. PROPERTY, PLANT AND EQUIPMENT

Land and Property Services carried out a valuation of land and buildings at 28 February 2021. There was no significant change in this valuation during March 2021. A full professional valuation was carried out at 28 February 2018 and the next one will be carried out at 28 February 2023. The valuations have been made in accordance with the Appraisal and Valuation Manual prepared and published by the Royal Institution of Chartered Surveyors on the basis of Existing Use Value or Open Market Value as appropriate.

The market value of land and buildings is £815k (2019-20: £815k), which is also the existing use value and the gross current replacement cost per the asset register.. Included within land and buildings is land valued at £447k (2019-20: £447k), which is non-depreciable.

5. PROPERTY, PLANT AND EQUIPMENT

2020-21 Note	Land	Buildings & Dwellings	Motor Vehicles	Plant and Machinery	Office Machinery and equipment	Computer Hardware	Telecoms and networks	Furniture and Fittings	POA & AUC*	Totals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost/ Valuation										
At 1 April 2020	447	3,759	81	107	1,201	278	67	71	702	6,713
Additions	-	-	-	-	87	-	-	-	33	120
Disposals	-	-	-	(11)	(106)	-	-	(11)	-	(128)
Reclassifications and transfers	-	-	-	-	-	-	-	-	-	-
Indexation	-	-	-	-	3	-	-	1	-	4
At 31 March 2021	447	3,759	81	96	1,185	278	67	61	735	6,709
Depreciation										
At 1 April 2020	-	3,057	60	90	678	197	49	47	-	4,178
Charged in year	-	124	12	8	159	52	11	7	-	373
Disposals	-	-	-	(11)	(106)	-	-	(11)	-	(128)
Reclassifications and transfers	-	-	-	-	-	-	-	-	-	-
Indexation	-	-	-	-	1	-	-	1	-	2
At 31 March 2021	-	3,181	72	87	732	249	60	44	-	4,425

5. PROPERTY, PLANT AND EQUIPMENT (Continued)

2020-21 Note	Land £'000	Buildings & Dwellings £'000	Motor Vehicles £'000	Plant and Machinery £'000	Office Machinery and equipment £'000	Computer Hardware £'000	Telecoms and networks £'000	Furniture and Fittings £'000	POA & AUC £'000	Totals £'000
Carrying amount at 31 March 2021	447	578	9	9	453	29	7	17	735	2,284
Carrying amount at 31 March 2020	447	702	21	17	523	81	18	24	702	2,535
Asset financing:										
Owned	447	578	9	9	453	29	7	17	735	2,284
Carrying amount at 31 March 2021	447	578	9	9	453	29	7	17	735	2,284

2019-20 Note	Land	Buildings & Dwellings	Motor Vehicles	Plant and Machinery	Office Machinery and equipment	Computer Hardware	Telecoms and networks	Furniture and Fittings	POA & AUC*	Totals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost/ Valuation										
At 1 April 2019	647	3,900	81	121	1,128	1,425	214	97	126	7,739
Additions	-	8	-	3	178	6	3	(6)	576	768
Disposals	-	(3)	-	(18)	(117)	(1,153)	(151)	(20)	-	(1,462)
Reclassifications and transfers	(200)	(185)	-	-	-	-	-	-	-	(385)
Indexation	-	39	-	1	12	-	1	-	-	53
At 31 March 2020	447	3,759	81	107	1,201	278	67	71	702	6,713
Depreciation										
At 1 April 2019	-	2,888	48	97	646	1,253	169	59	-	5,160
Charged in year	-	151	12	10	144	85	25	8	-	435
Disposals	-	(3)	-	(18)	(117)	(1,141)	(146)	(20)	-	(1,445)
Reclassifications and transfers	-	(7)	-	-	-	-	-	-	-	(7)
Indexation	-	28	-	1	5	-	1	-	-	35
At 31 March 2020	-	3,057	60	90	678	197	49	47	-	4,178

5. PROPERTY, PLANT AND EQUIPMENT (Continued)

2019-20 Note	Land	Buildings & Dwellings	Motor Vehicles	Plant and Machinery	Office Machinery and equipment	Computer Hardware	Telecoms and networks	Furniture and Fittings	POA & AUC	Totals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Carrying amount at 31 March 2020	447	702	21	17	523	81	18	24	702	2,535
Carrying amount at 31 March 2019	647	1,012	33	24	482	172	45	38	126	2,579
Asset financing:										
Owned	447	702	21	17	523	81	18	24	702	2,535
Carrying amount at 31 March 2020	447	702	21	17	523	81	18	24	702	2,535

*Payments on Account and Assets Under Construction

6. INTANGIBLE ASSETS

2020-21 Note	AUC £'000	Software Licences £'000	Totals £'000
Cost/Valuation			
At 1 April 2020	361	20	381
Additions	893	-	893
At 31 March 2021	1,254	20	1,274
Amortisation			
At 1 April 2020	-	13	13
Charged in Year	-	5	5
At 31 March 2021	-	18	18
Carrying amount at 31 March 2021	1,254	2	1,256
Carrying amount at 31 March 2020	-	368	368

2019-20 Note	All* £'000
Cost/Valuation	
At 1 April 2019	1,106
Additions	322
Indexation	1
Disposals	(1,048)
At 31 March 2020	381
Amortisation	
At 1 April 2019	1,018
Charged in Year	20
Disposals	(1,025)
At 31 March 2020	13
Carrying amount at 31 March 2020 (All assets owned)	368
Carrying amount at 31 March 2019	88

*No split between AUC and Software Licences was provided in the 2019-20 note.

7. ASSETS HELD FOR SALE

Properties at Crawford Square and Antrim Road are held for sale as deemed unfit for purpose. These properties were classified as held for sale as the carrying amount will be recovered through a sale transaction rather than through continuing use. These properties are available for immediate sale in their present condition and PBNI are committed to sell these properties as soon as possible.

	2020-21 £'000	2019-20 £'000
Cost/Valuation		
At 1 April 2020	311	105
Reclassification	-	378
Disposal	-	(172)
At 31 March 2021	<u>311</u>	<u>311</u>

8. CASH AND CASH EQUIVALENTS

	2020-21 £'000	2019-20 £'000
Balance at 1 April 2020	(728)	(275)
Net change in cash and cash equivalent balances	97	(453)
Balance at 31 March 2021	<u>(631)</u>	<u>(728)</u>

The following balances at 31 March 2021 were held at:

Commercial banks and cash in hand	<u>(631)</u>	<u>(728)</u>
Balance at 31 March 2021	<u>(631)</u>	<u>(728)</u>

9. TRADE RECEIVABLES, FINANCIAL AND OTHER ASSETS

	2020-21 £'000	2019-20 £'000
Amounts falling due within one year:		
Trade receivables	48	37
Prepayments and accrued income	247	372
Other receivables	19	16
	<u>314</u>	<u>425</u>

10. TRADE PAYABLES, FINANCIAL AND OTHER LIABILITIES

	2020-21 £'000	2019-20 £'000
Amounts falling due within one year:		
VAT	5	5
HM Revenue and Customs	281	422
Trade payables	2	17
Accruals	2,659	1,976
	<u>2,947</u>	<u>2,420</u>

11. PROVISIONS - PENSION COMMITMENTS

Introduction

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

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

The LGPS is a funded defined benefit plan with benefits earned up to 31 March 2015 being linked to final salary. Benefits after 31 March 2015 are based on a Career Average Revalued Earnings Scheme. Details of the benefits earned over the period covered by this disclosure are set out in 'The Local Government Pension Scheme (Amendment and Transitional Provisions) Regulations (Northern Ireland) 2014'.

The unfunded pension arrangements relate to the termination benefits made on a discretionary basis upon early retirement in respect of members of the Local Government Pension Scheme (Northern Ireland) under the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations (Northern Ireland) 2007.

Funding/Governance Arrangements of the LGPS

The funded nature of the LGPS requires participating employers and its employees to pay contributions into the Fund, calculated at a level intended to balance the pension liabilities with investment assets. Information on the framework for calculating contributions to be paid is set out in LGPS Regulations (Northern Ireland) 2014 and the Fund's Funding Strategy Statement. The last actuarial valuation was at 31 March 2019 and the contributions to be paid until 31 March 2021 resulting from that valuation are set out in the Fund's Rates and Adjustment Certificate.

The Fund Administering Authority, Northern Ireland Local Government Officers' Superannuation Committee is responsible for the governance of the Fund.

Assets

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

The Committee may invest a small proportion of the Fund's investments in the assets of some of the employers participating in the Fund if it forms part of their balanced investment strategy.

Risks Associated with the Fund in relation to Accounting

Asset Volatility

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

Changes in Bond Yield

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

Inflation Risk

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

Life Expectancy

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

Exiting Employers

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

11.1 Assumptions and Sensitivity of Results

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

Financial Assumptions

	31/03/2021	31/03/2020	31/03/2019	31/03/2018	31/03/2017
Inflation Increase Rate (CPI)	2.70%	2.00%	2.20%	2.10%	2.00%
Salary Increase Rate	4.20%	3.50%	3.70%	3.60%	3.50%
Pension Increase Rate	2.70%	2.00%	2.20%	2.10%	2.00%
Discount rate	2.10%	2.30%	2.40%	2.60%	2.60%

Mortality

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

	Males	Females
Current Pensioners	21.9 years	25.1 years
Future Pensioners	23.3 years	26.5 years

Sensitivity of Results

The approximate impact of changing the key assumptions on the present value of the funded defined benefit obligation as at 31 March 2021 and the projected service costs for the year ending 31 March 2022 is set out below. This does not include sensitivity of unfunded benefits on materiality grounds.

Discount rate assumption		
Adjustment to discount rate	+0.1% p.a.	-0.1% p.a.
Present value of total obligation (£'000s)	161,093	167,163
% change in present value of total obligation	-1.80%	1.90%
Projected service cost (£'000s)	5,882	6,277
Approximate % change in projected service cost	-3.20%	3.30%
Rate of general increase in salaries		
Adjustment to salary increase rate	+0.1% p.a.	-0.1% p.a.
Present value of total obligation (£'000s)	164,702	163,390
% change in present value of total obligation	0.40%	-0.40%
Projected service cost (£'000s)	6,076	6,076
Approximate % change in projected service cost	0.00%	0.00%
Rate of increase to pensions in payment and deferred pensions assumption		
Adjustment to pension increase rate	+0.1% p.a.	-0.1% p.a.
Present value of total obligation (£'000s)	166,507	161,749
% change in present value of total obligation	1.50%	-1.40%
Projected service cost (£'000s)	6,277	5,882
Approximate % change in projected service cost	3.30%	-3.20%
Post retirement mortality assumption		
Adjustment to mortality age rating assumption*	-1 year	+1 year
Present value of total obligation (£'000s)	169,952	158,140
% change in present value of total obligation	3.60%	-3.60%
Projected service cost (£'000s)	6,325	5,833
Approximate % change in projected service cost	4.10%	-4.00%

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

Statement of Financial Position Disclosures at 31 March 2021

11.2 Fair Value of Employer Assets

Year Ended:	31 March 2021	31 March 2020	31 March 2019	31 March 2018
	£'000	£'000	£'000	£'000
Equities	57,277	43,376	72,614	81,293
Government Bonds	29,195	26,576	20,137	5,921
Corporate Bonds	14,969	12,830	8,543	8,198
Property	11,010	10,182	13,668	11,386
Cash	6,556	4,786	3,295	5,123
Other	4,701	4,073	3,783	1,935
Total	123,708	101,823	122,040	113,856

The above assets' values as at 31 March 2021 are at bid value as required under IAS19. The assets allocated to the Employer in the Fund are notional and the assets are assumed to be invested in line with the investments of the Fund for the purposes of calculating the return to be applied to those notional assets. The Fund is large and largely liquid and as a consequence there will be no significant restriction on realising assets if the situation arises.

11.3 Pension Provision Calculation

Year Ended:	31 March 2021	31 March 2020	31 March 2019	31 March 2018
	£'000	£'000	£'000	£'000
Fair Value of Employer Assets	123,708	101,823	122,040	113,856
Present Value of Funded Liabilities	(164,046)	(132,576)	(138,473)	(128,903)
Net (Underfunding) in Funded Plans	(40,338)	(30,753)	(16,433)	(15,047)
Present Value of Unfunded Liabilities	(205)	(193)	(204)	(205)
Net Liability	(40,543)	(30,946)	(16,637)	(15,252)
Amount in the Statement of Financial Position – Liabilities	40,543	30,946	16,637	15,252
Net Liability	(40,543)	(30,946)	(16,637)	(15,252)

Statement of Comprehensive Net Expenditure Costs at 31 March 2021

11.4 Recognition in the Statement of Comprehensive Net Expenditure

Year Ended:	31 March 2021	31 March 2020
	£'000	£'000
Current Service Cost (excluding Administration expense)	4,250	4,236
Administration expense	57	52
Past Service Cost (including curtailments)	4	-
Interest on net defined benefit liability	686	373
Pension expense recognised in statement of comprehensive net expenditure	4,997	4,661
Actual Return on Plan Assets	22,292	(19,864)

11.5 Reconciliation of Defined Benefit Obligation during the Accounting Period

Year Ended:	31 March 2021	31 March 2020
	£'000	£'000
Opening Defined Benefit Obligation	132,769	138,677
Current Service Cost	4,250	4,236
Administration Expense	57	52
Interest expense	3,024	3,298
Contributions by Members	745	692
Actuarial Losses/(Gains)	26,782	(10,867)
Past Service Costs	4	-
Estimated Unfunded Benefits Paid	-	-
Estimated Benefits Paid	(3,380)	(3,319)
Closing Defined Benefit Obligation	164,251	132,769

11.6 Reconciliation of Fair Value of Employer Assets

Year Ended:	31 March 2021	31 March 2020
	£'000	£'000
Opening Fair Value of Employer Assets	101,823	122,040
Interest income on assets	2,338	2,925
Contributions by Members	745	692
Contributions by Employer	2,228	2,274
Contributions in respect of Unfunded Benefits	-	-
Actuarial Gains/(Losses)	19,954	(22,789)
Unfunded Benefits Paid	-	-
Benefits Paid	(3,380)	(3,319)
Closing Fair value of Employer Assets	123,708	101,823

Although asset returns over the accounting period have been higher than expected, the net balance sheet liability is higher due to the higher closing defined benefit obligation shown at 11.5 above.

11.7 Amounts for the Current and Previous Accounting Periods

Year Ended:	31 March 2021	31 March 2020	31 March 2019	31 March 2018
	£'000	£'000	£'000	£'000
Fair Value of Employer Assets	123,708	101,823	122,040	113,856
Present Value of Defined Benefit Obligation	(164,251)	(132,769)	(138,677)	(129,108)
Deficit	(40,543)	(30,946)	(16,637)	(15,252)
Actuarial Gains/(Losses) on Employer Assets	19,954	(22,789)	5,151	2,846
Actuarial Gains/(Losses) on Obligation	(26,782)	10,867	(2,202)	(2,724)
Actuarial Gains/(Losses) recognised in SOCTE	(6,828)	(11,922)	2,949	122

11.8 Estimate of employer's contributions for financial year 2020-21 – 19.5%

11.9 McCloud Judgement

In 2020-21, the current service cost includes an allowance for an accruing McCloud liability over the full accounting period.

11.10 Guaranteed Minimum Pension Indexation and Equalisation

The accounting approach for 2020-21 is to include a liability for Guaranteed Minimum Pension (GMP) indexation for all members whose state pension age is after the 6 April 2016.

12. CASH FLOW ADJUSTMENTS FOR NON - CASH TRANSACTIONS

	2020-21 £'000	2019-20 £'000
Depreciation and amortisation charge	378	455
Non-cash Pension Costs	4,311	4,236
Pension provision borrowing income	686	425
Profit on Disposal of Non- current Assets	0	(15)
	5,375	5,101

13. COMMITMENTS UNDER OPERATING LEASES

Total future minimum lease payments under operating leases are analysed for each of the following periods.

Operating Leases	Land and Buildings £'000	Other £'000	2020-21 Total £'000	2019-20 Total £'000
Not later than one year	634	-	634	638
Later than one year and not later than five years	1621	-	1621	1,998
Later than 5 years	381	-	381	262
Total	2,636	-	2,636	2,898

14. CAPITAL COMMITMENTS

Contracted capital commitments at 31 March 2021 not otherwise included in these financial statements

	2020-21 £'000	2019-20 £'000
Electronic Case Management System	100	754
Total	100	754

15. CONTINGENT LIABILITIES DISCLOSED UNDER IAS 37

At year end, PBNI has contingent liabilities consisting of four compensation claims, three health and safety claims and 17 Pre-Action Protocols/Judicial Reviews. While legal proceedings have been initiated or it has been indicated that proceedings may be brought, they have not been provided for in the financial statements as at this stage as these cases are not at a stage where costs can be readily estimated.

16. RELATED PARTY TRANSACTIONS OUTSTANDING

The Probation Board is a Non-Departmental Public Body sponsored by the Department of Justice. The Department of Justice is regarded as a related party for the year 2020-21. During the year the Probation Board had various transactions with the Department and other entities for which the Department of Justice was regarded as the parent Department, i.e. NI Prison Service as disclosed in Note 4.

To capture information on related party transactions, the Probation Board has circularised Members and Senior Management. Due to the nature of the Probation Board's operations and the composition of the Board, it is inevitable that transactions will take place with organisations in which a Member of the Board or Senior Manager may have an interest. All such transactions are conducted at arm's length and in accordance with the Probation Board's policies. The Register of Interests is available on the Probation Board website www.pbni.org.uk.

The following Related Party Transactions were incurred during the year:

Board Members

Dr J Byrne – Dr Byrne is a Senior Lecturer at the Ulster University. The Ulster University received payment of £13,453.60 for student placements across the financial year. Dr Byrne was not involved in the decision making process in relation to this income.

Mrs J Gillespie CBE – Ms Gillespie is a Visiting Professor at the Ulster University. The Ulster University received payment of £13,453.60 for student placements across the financial year. Ms Gillespie was not involved in the decision making process in relation to this income.

Mr D Wall OBE - Mr Wall is a member of the Care and Resettlement of Offenders (NIACRO). During 2020-21, £1,000k (including £2k accrued from 2019-20) in grant awards were paid to NIACRO for supply of services across a number of programmes all which were assessed and awarded via one application and adjudication processes under departmental guidelines. Mr Wall was not involved in the procurement exercise or any decision making process in awarding of any service contracts.

17. FINANCIAL INSTRUMENTS: DISCLOSURES

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

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

Liquidity Risk

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

Interest Rate Risk

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

Foreign Currency Risk

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

Fair Values

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

18. FINANCIAL ASSETS

	2020-21 £'000	2019-20 £'000
Balance brought forward	40	30
Additions	6	25
Repayments	<u>(17)</u>	<u>(15)</u>
	<u>29</u>	<u>40</u>
Current Assets	16	16
Non- current Assets	<u>13</u>	<u>24</u>
	<u>29</u>	<u>40</u>

19. EVENTS AFTER THE REPORTING PERIOD

PBNI received confirmation of the approval of the Operational Staff Pay Remit for 2019-20 on 2 June 2021.

Date of authorisation for issue

The Accounting Officer authorised the issue of these financial statements on 9 July 2021.

CONTACT DETAILS

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Aspire	028 9031 6408
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Public Protection Team	028 9025 9576
East - Newtownards Road	028 9052 6655
South - Ormeau Road	028 9054 1444
West - Andersonstown Road	028 9030 6630
North – Duncairn Gardens	028 9034 7474

Coleraine	028 7034 6880
Dungannon	028 8775 4848
Enniskillen	028 6634 3345
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Victim Information Scheme	0300 123 3269
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Shipquay Street, Londonderry	028 7131 9672
Magherafelt	028 7930 2115
Newry	028 3025 3030
Newtownards	028 9185 8282
Omagh	028 8225 4872
Portadown	028 3839 7575

Prison Teams

H M P Maghaberry	028 9261 6772
H M P Magilligan	028 7772 0583
H M YOC & P Hydebank	028 9049 4100

This document can be made available, upon request, in alternative formats (including large print, Braille, disk, audio tape) or in other languages to meet the needs of those who are not fluent in English. Requests for alternative formats can be made to the Probation Board using the following contact information:

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