

INFORMATION FOR CITIZENSPACE/NI Direct

Title - Probation Board for Northern Ireland Corporate Plan 2026-29

OVERVIEW

Purpose of this Consultation

The Probation Board for Northern Ireland is seeking the public's views on how to help shape the future of probation services in Northern Ireland.

A public consultation is now open for 12 weeks as part of the development of the Board's Corporate Plan for 2026 - 29 which will set out the strategic direction of the organisation over the next three years.

Responding to this Consultation

PBNI is consulting on its Corporate Plan. We want to hear your views. This consultation seeks views on PBNI's priorities for the Corporate Plan. We invite comments on this Plan from members of the public, key stakeholders as well as organisations and individuals who have an interest in this area. You can respond to the consultation exercise online, by email or post.

Please respond online at [PBNI Corporate Plan 2026-29 Consultation - NI Direct - Citizen Space](#), by email to info@probation-ni.gov.uk or by post to Gail McGreevy, Head of Communications, 80-90 North Street, Belfast BT1 1LD

Duration and Closing Date

The consultation will be open for 12 weeks from 23 September 2025. The closing date is 16 December 2025.

Alternative Formats

The consultation documents are available online at
<https://www.pbni.org.uk/publication/probation-board-corporate-plan-2026-29-consultation>

Hard copies and copies in other formats, including Braille, large print etc. can be made available on request. If it would assist you to access the document in an alternative format or language other than English, please let us know and we will do our best to assist you.

RESPONSE FORM

Who is responding? We will ask you for some identifying details*.

Name:

Aongus O'Keeffe

Organisation:

Commissioner for Victims of Crime NI

Email:

policy@cvocni.org

QUESTION 1:

Do you agree our four strategic priorities will support us to achieve our aim of changing lives for safer communities?

☒ Yes ☐ No

Do you have anything further to add? (500 word limit)

The Commissioner Designate is satisfied that the four strategic priorities set out in the consultation document are all critically important to achieving the aim of changing lives for safer communities. The commitment to develop the quality of practice when working with victims of crime, including through multi-agency collaboration in areas such as PPANI and provision of information to victims via the Victim Information Scheme (VIS) is particularly welcome. Although this scheme remains limited in that it currently requires victims to 'opt in' to receive updates, the service provided to those victims who do sign up to the scheme is invaluable for victims' peace of mind and recovery. Given that PBNI is not the only agency with a role in provision of information to victims, it would be useful to reference the need for multi-agency working and collaboration under Strategic Priority 2 as joined up thinking is essential to the development of better practice, systems and processes.

The work of the PBNI in managing offenders also has a direct impact on victims current and future given its role in reducing reoffending and assisting in rehabilitation efforts such as offender behaviour programmes and interventions. It would be helpful to strengthen the recognition of this link within Strategic Priority 2 and throughout.

It is particularly encouraging to see commitment to developing a trauma-informed culture throughout the work of the PBNI. To ensure that this is realised in practice, it is important that any training is put into practice and is the golden thread running through the development or enhancement of working systems and processes. It is also important to highlight that a trauma-informed approach should not apply only to those offenders being managed by PBNI but also to the victims of those offenders, particularly in complex cases such as domestic abuse whereby an offender can continue to pose a risk to their victim(s). As the strategy recognises, PBNI is managing an increasing number of complex cases including domestic abuse and violent crimes against women and girls, and such work must be approached with the 'professional curiosity' alluded to in the Chief Executive's Foreword.

Under Strategic Priority 4, the Commissioner is in agreement that enhancing external relationships and partnerships across the justice sector and beyond is key. This is not only valuable in explaining the role and work of probation but in ensuring that PBNI is contributing to a wider justice sector and process in which victims can have

confidence. Inter-agency communications is vital - victims see the criminal justice system as one unified system and they expect agencies to work in tandem as part of one justice system. This is key for effective offender management, and building both victim and public confidence in the system.

QUESTION 2:

Is there anything missing from the strategic priorities?

☐ Yes ☐ No

Do you have anything further to add? (500 word limit)

Given the impact of PBNI's work on victims of crime, it may be useful to have an explicit priority to improve public and victim confidence in the work of offender management and rehabilitation.

QUESTION 3:

What values should guide Probation's decisions and actions?

The Commissioner Designate believes that a commitment to a safer society and improving victim and public confidence in the work of probation and justice more broadly should underpin and drive the work carried out under this Strategy.

QUESTION 4:

How would you describe the impact we aim to make to achieving safer communities?

When done right, the management and rehabilitation of offenders can have an enormous impact on victim and public safety. Victims frequently tell the Commissioner's office that their most heartfelt wish is that no one has to experience the trauma of crime as they have. Therefore the work of PBNI to reduce recidivism cannot be underestimated.

QUESTION 5:

Is there anything further you wish to add?

- As mentioned above, given the acknowledged increasing complexity of cases, and the higher number of domestic abuse offenders now on PBNI's caseload, it is essential that probation staff have a comprehensive understanding of coercive control and issues connected with offenders of this type such as their proclivity to manipulate and groom those around them. Being alive to these issues and being confident in managing these behaviours will be key to the success of PBNI's efforts to manage those convicted of abuse-related offences and keep victims and the wider public safe.

-The establishment of a trauma & resilience implementation group is welcome. Being trauma-informed requires analysis of practice at all levels of an organisation and it is hoped that this group will be an effective means of overseeing and ensuring this.

- PBNI plays a role not only in delivering on offender management and interventions, but in ensuring that those interventions are having the intended outcomes. Data and monitoring are therefore key to ensuring that PBNI can deliver interventions which work and sound the alarm when they are not having the desired effect to allow for refinement and iteration of processes and interventions to be more effective. Key to this is ensuring that the voices of victims as those impacted by offending are being meaningfully consulted, heard, and acted upon.

Thank you for responding to the Probation Board for Northern Ireland (PBNI) Consultation on the draft Corporate Plan 2026-29.

***Data Protection**

Data collected during the course of the consultation process will be analysed and a summary report will be published. Any contact details or other information that will identify a respondent as a private individual will be removed prior to publication. All information will be handled in accordance with the General Data Protection Regulation (GDPR). Your information will not be shared outside of the PBNI.

What Rights Do You Have?

A copy of PBNI's Privacy Notice can be found here [Probation Privacy Notice Use of information on Stakeholder Contact List | Probation Board for Northern Ireland](#)