

CJINI CORPORATE GOVERNANCE INSPECTION OF PBNI - ACTION PLAN JUNE 2007

	Recommendation	Report Ref	Response	Action By	Outcome	Milestones	Status
1	Board and committee minutes should show explicit outcomes, with the responsible person and dates for achievement included and timescales for action specified.	Para 1.5	Agreed	Board Secretariat	Minutes will show explicit outcomes with the responsible person and dates for achievement included and timescales for action specified	N/A	Implemented
2	The External Complaints Register should explicitly record the outcomes of complaints.	Para 2.4	Agreed	Graham Kelly, Role of Complaints Officer	External complaints Register will record the outcome of complaints	N/A	Implemented
3	The Chief Officers and Board Chair should take the lead on PBNI's objective setting and reporting and policy formulation with a view to the process becoming more comprehensive, accurate and accountable.	Para 3.3	Agreed	Chief Officers & Chairman	PBNI's objective setting, reporting and policy formulation will become more comprehensive, accurate and accountable.	<p>Blue Skies seminars held to inform policy debate</p> <p>Publish report on Blue Skies seminars</p> <p>Progress policy formulation by presentations and discussions at Board meetings</p> <p>Participate in/ contribute to Inter Ministerial Group on Criminal Justice matters</p> <p>Chair, Chief Officers as well as some Board members and Senior Managers working on preparations for new Corporate plan, including objective setting, consultation and communication</p>	<p>Final seminar held in Jan 07</p> <p>Scheduled for May 07</p> <p>Ongoing</p> <p>Commencing May 07</p> <p>Work commenced Mar 07</p>
4	PBNI should conduct formal exit interviews with all leavers and should extend this to Board members when they leave.	Para 3.4	Agreed	Board Secretary & ACO Personnel	Exit interviews are offered to all leavers including Board members	<p>Agree proforma documentation for exit interviews</p> <p>Commence offering leavers an opportunity for an exit interview.</p>	<p>Proforma approved by HR Committee</p> <p>All leavers are now offered the opportunity of an exit interview</p>
5	The NIO should take steps to improve its ability to handle its	Para 6.4	NIO and PBNI will continue to	NIO	Improved communications between NIO and PBNI	Formal, informal and ad-hoc contacts and	Ongoing

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	sponsorship responsibilities in a professional and expeditious way.		work together to address and progress matters of mutual interest			meetings. Regular overview meetings between NIO/PBNI and annual accountability meeting with Minister.	
6	The NIO should introduce updated legislation to reflect PBNI's current functions at the next opportunity.	Para 6.5	PBNI has the authority under current legislation for all its functions. Keep current legislation under review.	NIO	Appropriate legislation in place to provide necessary powers for PBNI to undertake its statutory functions.	Legislation is kept under review and amended as appropriate as and when required.	ongoing
7	There is a need for more open communication between the Chairman, Board members and the Chief Officers.	Para 9.2	Agreed and actioned, including Weekly Business Planning Meetings established. Board Induction Completed Changes in Board & Committee structure and agenda.	Chairman, Board & Chief Officers	Open communication between the Chairman and Chief Officers Open communication between Chairman and Board members Open communication between Board members and Chief officers	Regular Business planning meetings between Chairman and Chief Officers Periodic closed session meetings of Board and Chairman Chief officers attend relevant sub-committee meetings and Board meetings and other Board events as required	Weekly meetings implemented October 2006 Adhoc as required by Board Monthly sub-committee and Board meetings and adhoc events
8	Guided by the Board, the Chief Officers need to develop a more positive, open and empowering culture.	Para 10.2	Agreed and actioned, including Changes in top management structure Team Visits by Board/CPO. Grapevine issued on regular basis. Celebrating Success Events. Better internal & external communication	Chairman, Board & Chief Officers	An open, positive and empowering culture within PBNI		

Restated Recommendations from the Strategic Review

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R 9	“The respective roles of PBNI and the Youth Justice Agency in relation to aspects of juvenile justice services and youth conferencing should be clarified and communicated. The NIO should take a lead role in this process”;		NIO to facilitate meetings between PBNI and YJA to clarify perspective roles in their fields with a view to bringing this to a conclusion by end of 2007.	NIO	Clearly defined roles and boundaries between PBNI and Youth Justice Agency Communication plan in place to inform PBNI of agreed roles and boundaries.	PBNI position paper on roles and boundaries agreed NIO facilitated workshop to obtain agreement between NIO, PBNI and YJA on appropriate roles and boundaries Preparation of communication plan Implementation of agreed roles and boundaries, including business change management.	Target date June 07 Target date June 2007
R 17	“The Board should regularly review its training needs to ensure that members continue to have training and support appropriate to their responsibilities”;		Agreed and actioned as follows Board Induction took place on 11 th Jan 07. Corporate Governance Meeting – 9 th Mar 07. Committee to identify specific training needs.	Board Secretariat	Board members are provided with adequate training to support their roles within PBNI	Induction for new Board members Board away days and special events Board sub committees consider training needs on an annual basis	Completed 11 Jan 07 Periodic as agreed by Board Annual review
R 29	“The PBNI Board should have a clear and proactive strategic role in influencing the use of community development grants and project funds, in accordance with relevant policy”;		New structure and systems have been established, involving allocation panel, and including Board Members reporting to P&P Committee.	Board	Board has an agreed policy, structures and procedures for the allocation and monitoring of Community development Grants. Board has a strategic and proactive role in influencing the use of Community Development Grants and project funds.	Approval of draft policy for consultation Consultation on draft policy, structures and procedures Approval of policy, structures and procedures Implementation of policy, structures and procedures Determination of services areas that will be	Approval granted Consultation completed and policy, structures and procedures revised Approved Implemented for 2006/7 funding round Completed

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						<p>funded</p> <p>Advertisement for Community development Grant Application</p> <p>Board member representation on Community Development allocation Panel</p> <p>Committee and Board approval of Community Development Grants recommended by Allocation Panel</p> <p>Review of structures and procedures after first year of operation</p>	<p>Adverts placed</p> <p>Done</p> <p>Done</p> <p>Review completed and revisions made to structures and procedures</p>
R 27 & 41 & 42	“The NIO should review the present delegated spending limits for PBNI in the context of a new Management Statement/Financial Memorandum”;		A New Management Statement/Financial Memorandum, which covers this issue, has been submitted to FSD for its advice/approval.	NIO	A revised Management Statement and Financial Memorandum will be agreed and revised delegated spending limits for PBNI will be set	<p>Revised Management Statement & Financial Memorandum to be drafted</p> <p>Financial Services Division of NIO approve revised documents</p> <p>NIO issue revised Management Statement & Financial Memorandum</p> <p>NIO Advise PBNI of revised delegated limits</p> <p>PBNI revise internal delegated limits</p>	<p>Done</p> <p>Documents with FSD for approval</p>
R s 32 - 34 ,3 9	These recommendations relate to aspects of PBNI's internal organisation that should be accorded priority to generate tangible outcomes,		Workload Management & Control Document introduced. Staff salaries	Chief Officers, ACO Personnel	An effective organisational structure that is fit for purpose.	<p>Undertake review of salaries.</p> <p>Agree way forward for implementation of salary review</p>	<p>Completed</p> <p>In April 06 Revised NNC pay agreement</p>

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	including workload management, career development opportunities, staff roles and salaries.		have been reviewed. OM & PSO introduced. Senior Practitioner – ACO Personnel to prepare a paper for introduction of this Post. REACH – AM/OM Training.			<p>recommendations</p> <p>Implement approved salary structures</p> <p>Develop workload measurement and control model for Probation Officers</p> <p>Implement workload measurement and control model for Probation Officers.</p> <p>Develop workload measurement and control model for other staff grades</p> <p>Implement workload measurement and control model for other staff grades</p> <p>Develop reward and recognition policy</p> <p>Implement year 1 of reward and recognition policy</p> <p>Commission scoping study on PBNI Manpower requirements</p> <p>Receive report and make recommendations about the way forward</p> <p>Introduce Probation Service Officers</p> <p>Introduce Office Managers</p> <p>Senior</p>	<p>accepted by management and Unions as best way forward</p> <p>Revised NNC pay deal implemented in Oct 06</p> <p>Developed during 2005/6</p> <p>Implemented April 2007</p> <p>Development ongoing</p> <p>Completed 2006/7</p> <p>To be implemented 2007/8</p> <p>Tender issued Mar 07</p> <p>Report expected Jun 07</p> <p>Done 2004/5</p> <p>Done 2004/5</p> <p>Outstanding</p>

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						Practitioner role to be developed and implemented Undertake a development programme for Manager within PBNI	REACH programme commenced Mar 06 for 3 years.
Strategic Review Recommendations not to be pursued							
R 13	"The Chief Executive should become an executive member of the Board"		Agreed not to implement this recommendation	NIO	Chief Executive will not become an executive member of the Board	N/A	N/A