



Transformation
A journey not a destination





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Director's Report

Transformation. A journey, not a destination.



Michael Donnellan *Director*

For the Probation Service, the act of rebranding is about substance not style. For us, our 'brand' is not a token cosmetic exercise in marketing. The important concept of brand is meaningless unless it is driven by substance – who we are, what we do, how we do and crucially, how well we do it.

Therefore my commitment to rebrand the Probation Service is motivated by my commitment to transform it. And transformation is not about changing everything for the sake of it. There was much about the Probation Service throughout its history that was exemplary and proud. Real change is natural and necessary for any forward-looking organisation.

2006 wasn't about consolidating the successful changes of 2005. It was about moving to the next level and strategically focussing in on the key areas that needed targeted transformation. That transformation is also defined by substance, not style. It is defined by action, not words.

Throughout this Annual Report, you will see that commitment to action reflected and proven time and time again. You will see it in a restructured organisation. You will see it in new initiatives and programmes already up and running. You will see it in an improved and more efficient management structure. You will see it in important and productive international initiatives.

And you will see it in new clear goals being set for the future. New measurable targets. That's because our change process is a journey, not a destination. As with any dynamic, responsive organisation, new challenges will come and new solutions will be needed.

For our skilled and dedicated staff and partners, the Probation Service is an embedded positive part of the fabric of society. Probation Staff work right across the country as well as in prisons and detention centres. We are a national service that is delivered locally. Crime knows no borders. Innocent people suffer the effects of crime in every community and neighbourhood in the country. And in every city, town and rural area, offenders need strong, effective and creative interventions in order to help them move away from crime and a cycle of re-offending. In that sense the Probation Service is playing an ever-stronger role to make local communities safer.

I cannot emphasise enough how supportive and visionary the Department of Justice, Equality and Law Reform has been in enabling us to continue to transform into a more efficient and successful service. The outgoing Minister, Michael McDowell, and the new Minister Brian Lenihan, and many committed staff in the department have worked side-by-side with us in this endeavour and have provided us with the key resources to ensure a thorough reform process and a very dynamic and positive pathway for the future.



Michael Donnellan

Director

1

Rebranding the
Probation Service



THE PROBATION SERVICE

An tSeirbhís Phromhaidh

The new Visual Identity

The Harp is an explicit reference to the Irish State. The columns (within the harp) are a classical reference taking us back to the foundations of democracy and justice.

The Serif typestyle reinforces the classical theme of the logo. As the clearest of typefaces it emphasises our clarity of purpose as a service. The symbol also suggests a 'P'.

The colour scheme clearly connects the service to the Irish State and our statutory mandate. The gold signifies the light of justice. Its warm tone expresses care.

Rebranding the Probation Service

A New Look Probation Service



“Everyone is familiar with the work of An Garda Síochána and the Irish Prison Service but the work carried out by the Probation Service can sometimes go unrecognised.” Marking a ‘new beginning’ the Minister for Justice, Equality and Law Reform, Mr. Michael Mc Dowell T.D., launched a new look Probation Service on 26 June 2006.



The Service is an integral part of the criminal justice ‘family’ and an important part of the Government’s approach to tackling crime in the 21st century. The aim, he said, is to achieve a safer community in the most effective way possible: “They have developed a particular expertise in assessing the risk posed by offenders, in overseeing non-custodial sanctions and in promoting measures and programmes that reduce the risk of re-offending.”



In choosing to rename the Service, the Probation Service, the Minister said: “it reflects a confident new vision and injects a measure of confidence that the Service does and will continue to make a significant contribution to the way offenders are managed. The image we are seeing will bring a new vibrancy to the organisation.”

A New Strategy

The Cabinet approved proposals to Government in relation to the Service including:

- Renaming the service “the probation service”,
- Establishing a Young Persons’ Probation division which will be central to the full implementation of the Children Act, 2001,
- Refocusing work on prisoners to a community perspective and doing this in consultation with the Irish Prison Service,
- Targeting resources and prioritising core areas of work in consultation with the Courts Service,

- Examining the capacity to make greater use of the concept of Restorative Justice,
- Significantly improving the management structure and key focus of the Service, and
- Reviewing the existing legislative and policy framework which dates back to 1907.

“The Strategy is about supporting and delivering change. It sets out clear goals with identifiable, measurable targets. I am confident that the partnership approach which led to the development of the Strategy will stand the test of time and that the Service will meet the targets it has set itself”, Minister McDowell said.

Support of Voluntary Bodies

The Minister acknowledged the support of the many voluntary bodies and committed people who work, mostly unacknowledged, to assist in the reintegration and rehabilitation of offenders. He particularly mentioned the Probation projects funded by his Department which operate at community level and owe their continued success to the willingness of men and women who give generously of their time.

Reports on the Service in recent years recognised not only the valuable work done by the Service but equally the need to develop an appropriate management structure and vision for the future, he said. The Director and Deputy Directors were putting in place a full management team and this marks another step in the refocusing of resources to core work in the criminal field, the Minister added. Concluding, the Minister wished the Director and his team of committed and dedicated staff every success in their work: “You have a sound base upon which to build and the Government will support you in the vital role you play as an integral part of the Criminal Justice System”.

“Being put on Probation was the best thing that ever happened to me. She got me sober enough to see how I was messing up my life.”

Declan Ward has now gone on to study at University.

A New Management Structure

The new Director of Probation, Mr. Michael Donnellan, introducing his three Deputy Directors said: “Probation as a concept is more than a hundred years old and was developed as a means of giving an opportunity to prove yourself after committing an offence... The next eighteen months will allow us to reflect on our past but more importantly to plan for our ‘new future’.

“We don’t just want to change. We want to transform. We have the ability, the personnel, and a shared vision and with your help and support we can achieve our goals”, he added.



Management Structure

Corporate Services

Ms. Suzanne Vella, Director of Corporate Services/Human Resources, described how this directorate has a lead role in supporting our staff on the front line to deliver a high quality service. We have Probation Officers working with offenders to reduce re-offending and contribute to public safety. Supporting the Probation Officers are an equally important group of staff with administrative and IT skills and a third group are our Community Service Supervisors. The Service owes much to the commitment, dedication and hard work of all these groups of individuals who make up the Probation Service.

Much work had already taken place in the Corporate Services section and we continued to build on this foundation during 2006. We have established a Finance Unit, an IT network with a national case tracking system and in the Human Resources area an IT personnel database.

We have identified 6 key priority areas that are fundamental to achieving our vision of a modern and vibrant Probation Service. These priority areas are:

- i. Finance,
- ii. Human Resources,
- iii. Information Management,
- iv. Health and Safety,
- v. Estate Management, and
- vi. Partnership.

Operations

Mr. Vivian Geiran, Director of Operations, spoke of the centrality and breadth of 'Operations' where the Service interfaces with all our external customers and service users. "A Probation Officer supervising offenders in the community, or another running a pre-release programme in a prison; or a Community Service Supervisor co-ordinating the work of a group of offenders painting a youth club premises, are all part of 'Operations'", he said.

" A Probation Officer supervising offenders in the community, or another running a pre-release programme in a prison; or a Community Service Supervisor co-ordinating the work of a group of offenders painting a youth club premises, are all part of 'Operations.' "

Two Assistant Directors will drive out specific, strategically prioritised areas of our services. He outlined six priority areas for development:

- i. Assessment reports on offenders,
- ii. Management of supervised community sanctions,
- iii. Services to prisons and prisoners,
- iv. Young Persons' Probation,
- v. Funded projects and Community Service,
- vi. Assessment and management of risk.

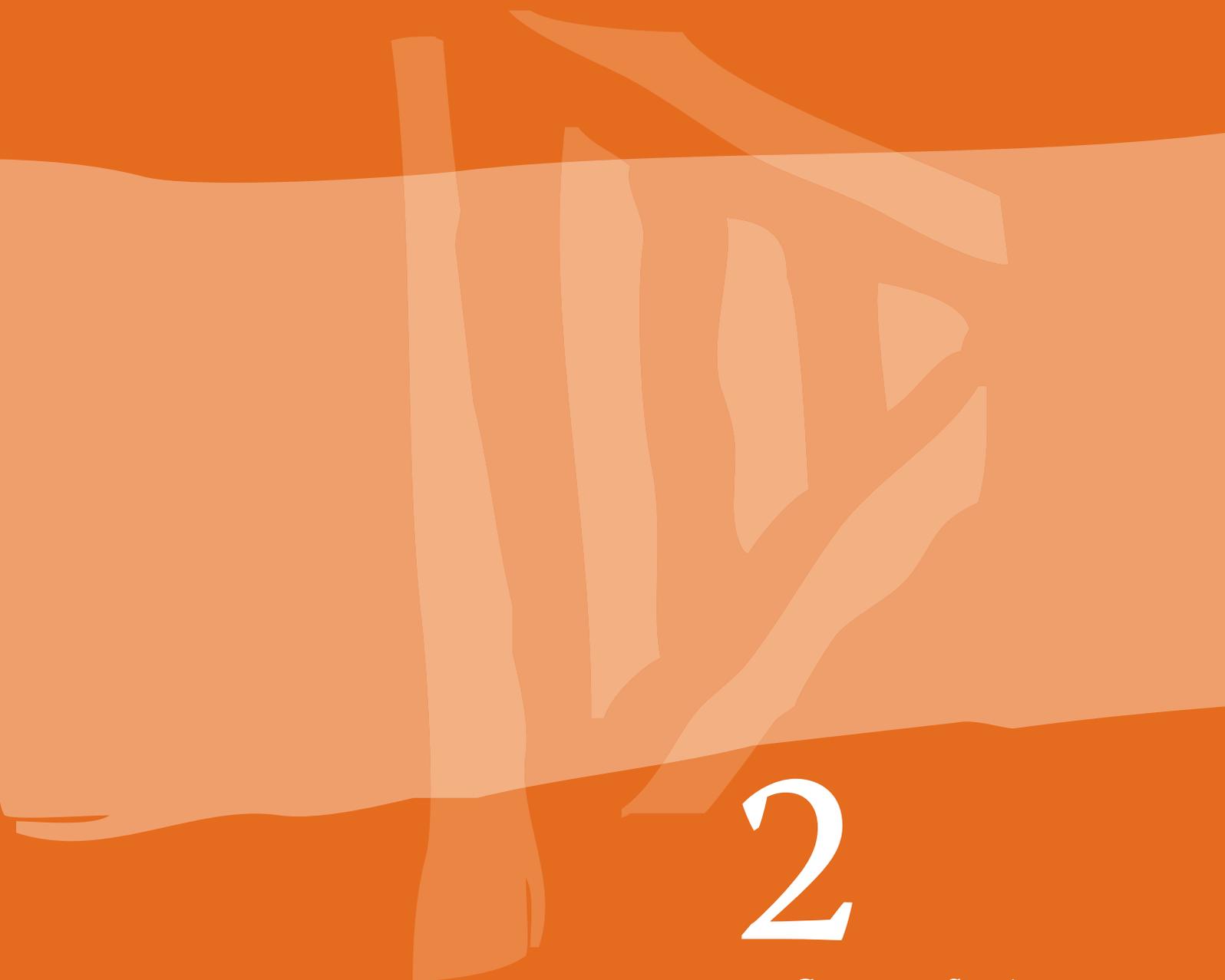
Research, Training and Development

Mr. David O'Donovan, Director of Research, Training and Development, said the Service would work to ensure that programmes for offenders were designed to address criminogenic need. Accredited training would be provided to staff to meet new challenges through regional training units. Training for both frontline staff and management would be delivered in-house and by external providers such as third level institutions and the private sector. He outlined further priority areas for development:

- i. Procedures and Protocols,
- ii. Quality Assurance and Inspection,
- iii. Restorative Justice, Victim Perspective,
- iv. Legislation and Policy.

Departmental Support

The Director concluded by expressing gratitude to the Secretary General of the Department of Justice, Equality and Law Reform and in particular the Assistant Secretary and the staff of the Prisons and Probation Policy Division who spearheaded and drove the radical reform and transformation of the Probation Service during 2006. They made a significant contribution to the development of public policy and services in the criminal justice area and brought the Probation Service to a stage in its development where it can confidently address the challenges it faces over the coming decades.



2

Corporate Services
and Human Resources



Corporate Services and Human Resources

Our work in Corporate Services/Human Resources is underpinned by the following principles:

- Responding to the varied needs of our customers,
- Acknowledging the key contribution that our staff make to the Criminal Justice System,
- Continuing to deliver an efficient, effective and quality service.

The challenge for Corporate Services is to manage and co-ordinate all the strands to achieve our vision for a modern vibrant Probation Service.

Human Resources

We are a national service delivered locally with teams providing a service to Courts and Institutions across the country. We have a particular expertise in dealing with offenders and assessing and managing risk. Our work is central to the Criminal Justice System. We have over 360 professional Probation staff, 70 Administrative staff and 70 Community Service Supervisors.

We made great strides in 2006 in the Human Resources area. Much of this progress has been undertaken in conjunction with the Human Resources Division of the Department of Justice, Equality and Law Reform.

Service improvements that have taken place in 2006 include:

- the development of a comprehensive personnel database,
- the recruitment of locum posts to replace staff benefiting from family friendly term time leave,
- the extension of this option to include staff vacancies arising from maternity leave and certain other leave arrangements.

It is essential for any organisation to review and evaluate its work and a priority in this area will be to work in a strategic, focussed way to ensure we use our personnel resources effectively. This means examining what we

do, how we do it and planning how we manage and balance our resources to give the most effective service to our clients. In 2006 we undertook a Service audit to assist us in making the best use of our valuable staff resources.

Carecall

In May 2006, Carecall counselling services were made available to all Probation staff. Carecall provides an independent and confidential counselling service to which staff can self-refer. It is complementary to internal support mechanisms and can assist with personal issues or those arising from work. Feedback indicates that users have found it very helpful.



Partnership

Partnership is a way of working that allows us as an organisation to work together to reach our goals. This way of working is an absolute priority for the Service and we have made significant improvements in how staff, management and unions work together to solve the challenges we face and to reach the targets we set for ourselves. The Probation Service has undergone substantial change over the course of the Sustaining Progress Agreement and its successor and has achieved significant development in a range of areas.

“Supervision was good” “I stopped drinking altogether”

Tomasz Dudek. Tomasz is a 25 year old on a Probation order for 12 months in relation to a public order offence.

Our Partnership mission is to promote the use of a partnership approach, nationally and locally, to assist in service delivery and the maintenance of a positive working environment. To this end we achieved 5 goals for 2006:

- i. Reviewed and restructured our Partnership Steering Committee. Following a review of Partnership activities in 2005 we reinvigorated our Partnership implementing key actions relating to our structure, membership and standing orders.
- ii. Through enhanced networking we created links with other Partnership committees and strengthened our contact with the National Centre for Partnership and Performance to develop our understanding about how Partnership is working in other settings.
- iii. Revised our communication strategy which supported the development of a Service newsletter issued quarterly.
- iv. Devised guidelines for Partnership subgroups which included devising terms of reference, reporting relationships and using consultation and consensus as a means of problem solving.
- v. Reviewed Partnership to ensure that it remains relevant and actively contributes to the working of the Probation Service.

Safety, Health and Welfare at Work



The requirement to have a Health and Safety Policy is a legal obligation arising from the Safety, Health and Welfare at Work Act, 1989 as amended in 2005. Safety, Health and Welfare of employees requires ongoing monitoring and we recognize that we all have a responsibility to ensure our places of work are safe for our staff and customers.

A significant amount of work has been undertaken in this area since the establishment of a Health and Safety working group. Following recommendations from the working group we will dedicate resources to a team established specifically for the purpose of implementation. The team will combine the expertise of a project manager, who will be recruited on contract from outside the Service, with a main grade Probation Officer.

Creating a Workplace for the Future

The management of the Probation Service is committed to promoting a work environment which is characterised by mutual respect and which is effective and caring.

A steering group has been established and a nationwide consultative process is now underway with the aim of developing a Dignity at Work Charter and making recommendations in relation to the development of a Designated Contact Person Scheme.

Finance

In 2006 the Service was in receipt of almost €50 million. Over 40% of this funding was allocated to projects which support the work of the Probation Officer in the community. The Service recognises that we have an obligation to ensure that proper control mechanisms are in place to monitor how the money for which we have responsibility is spent. Our work in this area is underpinned by an ethos of accountability as we evaluate the distribution of funding and measure value for money. To this end the Service contracted an accountant on contract to help us further develop our financial systems and to support the work of the Finance Unit.

“The Service recognises that we have an obligation to ensure that proper control mechanisms are in place to monitor how the money for which we have responsibility is spent.”

One of the most significant factors in the Finance area is the move to a more devolved and localised financial structure. From 1st July 2006 the Probation Service changed over from the 'Prisons Vote' to the 'Justice Vote'. The financial restructuring allowed for the creation of a more appropriate range of cost centres to manage our expenditure, increasing the overall number to 10. Seven of the cost centres are regionally based and the other 3 will monitor the expenditure of voluntary projects, juvenile offenders and community service.

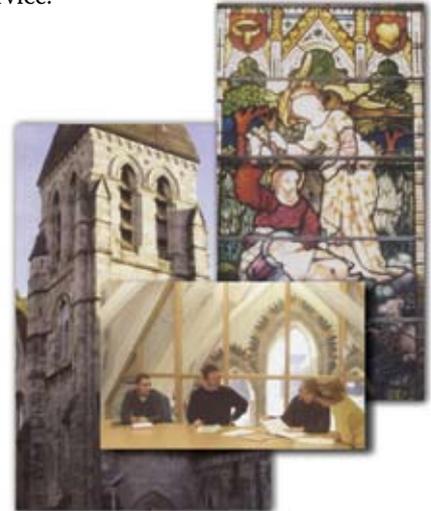
Estate Management

In order to have high quality service delivery we must have offices which meet the needs of our staff and customers. It is vital that the Probation Service estate is kept up to a high standard.

Estate management includes the day to day organisation, maintenance, ongoing planning and development of our service infrastructure. Our work in this area is undertaken in close co-operation with the Office of Public Works who have given us considerable support.

We have over 360 professional and administrative staff located in 38 offices across the country.

Our priority in this area is to devise a strategy to meet the ongoing needs for the Service in the process of modernisation, taking into account existing and future service needs.

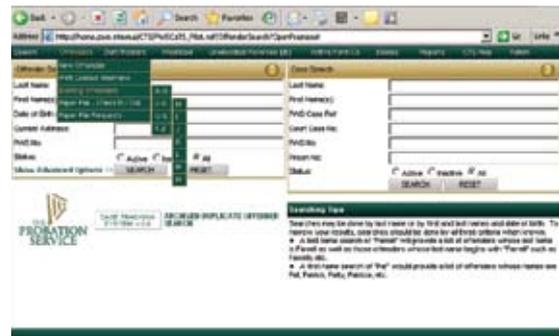


*St. Nicolas' Church, Cork.
New regional headquarters
for the Probation Service
in the South West. Opened
in October 2006.*

*“we have over 360 professional
and administrative staff located
in 38 offices across the country”*

Information Management

The Probation Service recognizes the need for good data. We have made significant progress towards the provision of modern, high quality information and communication systems utilising the expert advice and support of Price Waterhouse Coopers. Following the expiration of the PWC contract, the IT team was reorganised and sanction was received for a new ICT Manager.



Major steps have already been taken in the development of a nationwide infrastructure to support the management and administration of the Service. For example we developed an offender record and case tracking system. This system will not only allow us to more effectively manage the supervision of offenders, it will also provide data to inform decision making at a national, regional and local level.

IT Projects Completed in 2006

- The Probation Service launched its new website, www.probation.ie, in April 2006. The launch of our Probation Service website is a major development. Our website gives information on all aspects of the work of the Service, including who we are and what we do. It will become the main channel for people to access information on the Service and for us to receive feedback from our customers.
- In IT terms, 2006 represented the first full year of operation for the Probation Service network with roll-out completed to regional and local offices and all staff operating the Case Tracking System (CTS). The next version was developed to encompass the final elements of work such as YPP, sex offenders, staff in prisons.



- A new Management Information System was introduced.
- The Document Library, a central repository enabling shared access, was redeveloped to include extra functionality.
- SMS messaging was made available for staff communication from the Portal.

“Our website gives information on all aspects of the work of the Service, including who we are and what we do.”

- Work was on-going throughout the year to consolidate the Probation Service IT Network/Infrastructure including expansion of the Citrix Server application environment and introduction of archive server for e-mails.
- IT Training continued throughout the year offering training in all the applications provided by the Probation Service.

“I don’t trust many people, but I trust Mary, my Probation Officer”

James Mackin



3

Operations



Young Persons
PROBATION

Operations

Introduction

Probation Officers work in communities across the country, as well as in prisons and detention centres, to make communities safer and to assist offenders and their families to lead more productive lives, free from crime and the harm it does. The two areas where we bring specific expertise and added value to this work are in:

(a) Assessment

Probation officers carry out assessments for a range of bodies including the Courts, Parole Board, and the Department of Justice, Equality and Law Reform. These assessments help in decisions on sentencing and sentence and risk management, both in the community and in custody.

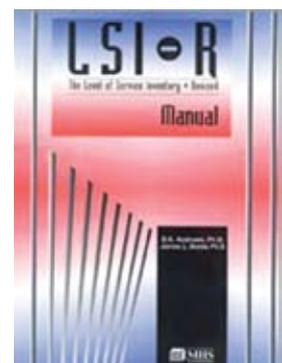
(b) Supervision of Offenders

Officers supervise offenders in the community on Probation, Community Service, Post Release Supervision Orders (under the Sex Offender Act, 2001), Part-Suspended Sentences and supervised Temporary Release (including life sentence prisoners).

Details on the number of cases are contained in Appendix 2.

Key actions for the Operations Division arising from our strategic aims for this year included:

- review of management and staffing structure,
- delivery of more efficient and effective services to the courts and prisons,
- establishment of the Young Persons Probation (YPP) division,
- review and reform of funding and service delivery agreements with funded projects, and
- reform and revitalise delivery of community service.

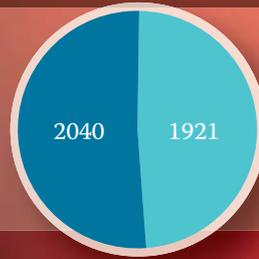


OFFENDER ASSESSMENT REPORTS COMPLETED

Pre-Sanction Reports

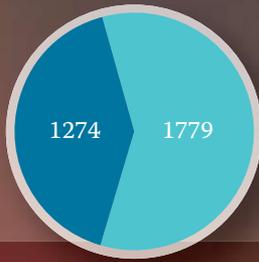


Community Service Reports



PROBATION TYPE SUPERVISION

Probation Orders



Orders for Supervision During Deferment of Penalty

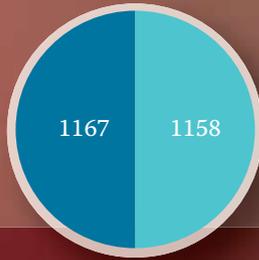


Number of sex offenders supervised in the community who did not receive a custodial sentence



COMMUNITY SERVICE

Community Service Orders



Total number of Community Service Hours ordered to be done



Total alternative sentence in person-years

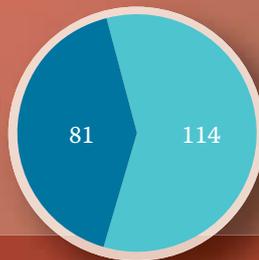


SUPERVISION OF EX-PRISONERS

Number of life sentence prisoners supervised in the community

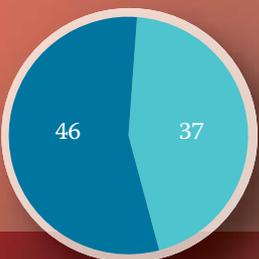


Number of sex offenders supervised on Post Release Supervision Orders in the community



VICTIM IMPACT REPORTS

Total number of reports Completed



In order to achieve the above, a full-scale independent audit of all operational service delivery was commissioned. External consultants were engaged and partnered with two Service managers to carry out this extensive project. The two audit teams presented their combined audit report to service management in December 2006. This report is to form the basis of a detailed review of structures, policies, practices and procedures – to improve effectiveness and efficiency even further – in 2007 and beyond.

“ My Probation Officer got me placed with Bro Dermot a while ago and now I’m permanent with him with €300 a week. It’s true, Community Service was the best thing to happen to me.”

Martin Smith

High level contact was further developed with the Courts Service and the Judiciary. Other partner agencies including the Irish Prison Service and the Garda Síochána were contacted with a view to improving interagency communication and reorganising service delivery from a more customer focused platform. The mutual aim was to improve public safety, reduce reoffending and promote social inclusion and reintegration of offenders in their communities.

Community Service



Renovation of house in Co. Galway that allows disadvantaged children and their families go on holiday

Community Service Orders under the Criminal Justice (Community Service) Act 1983 provide a valued and important sanction in the Courts. They enable a positive restorative justice contribution by offenders in direct recompense for the harm and damage of their offending and to the benefit and enhancement of their communities.

Community Service work adds value to local communities. This work includes landscaping, painting and decorating, repairs and renovation, work support to community centres, sports clubs and schools among many other innovative and challenging projects in local communities. An example of the contribution of Community Service in action is detailed below.

The Probation Service in Galway renovated a rundown and dilapidated holiday home in Inverin which had been used for many years to give disadvantaged children and their families a holiday.

The premises had also been used by the local community as a playschool and as a centre for local summer projects, women’s groups and teenagers.

A Community Service project commenced work in May 2006. Doors were repaired and rehung, cupboards were fixed, handles and locks were replaced. Floors and stairs were sanded and varnished, grass was reseeded in the play area, swings and equipment were repaired and the house painted throughout.

The work done by the offenders on Community Service orders was completed to a very high standard. They demonstrated

their interest and commitment to the project by their excellent attendance record. This work could not have been done without the commitment and effort of the whole Community Service team.

The house is now finished and is a valued resource to the local community.

Community based projects and initiatives

The Probation Service allocated over 40% of its budget in 2006 to a network of 66 community-based projects and initiatives which support the work of the Probation Officer in the community. These community-based organisations are listed in Appendix 3.

The partnership with community-based projects and initiatives supports the objectives and actions of the Probation Service in engaging with communities in enhancing public safety, breaking the cycle of crime and victimisation, promoting change in the behaviour of offenders and supporting positive integration of ex-offenders.

Projects and initiatives deliver a valuable and important range of services including:

- substance and alcohol misuse treatment and support,
- education, training and employment skills development,
- employment placement,
- resettlement accommodation,
- Restorative Justice initiatives,
- mentoring and counselling.

During the year the Expenditure Review Initiative on Probation Service Assistance to Voluntary Bodies analysed spending on a sample six of these projects. An Assistant Director was appointed to take responsibility for funded projects.

The central features of our approach include:

- development of best practice, liaison and quality assurance systems for funded projects nationally to confirm added value to core probation work,
- clarity for Project management and improved funding mechanisms to enhance service delivery,



This underpass walkway provides a much needed link between the Northside Shopping Centre and local housing estates. Unfortunately it had been in a sad state for some time. The Dublin North-East Community Service team and offenders, with the assistance of Dublin City Council, worked diligently re-painting the underpass a mediterranean blue. So even if the weather isn't good the residents of Coolock can enjoy their bright blue underpass!

“The partnership with community-based projects and initiatives supports the objectives and actions of the Probation Service in engaging with communities in enhancing public safety, breaking the cycle of crime and victimisation, promoting change in the behaviour of offenders and supporting positive integration of ex-offenders.”

- shifting the emphasis in funding from the costs the project is incurring to the service, outputs and outcomes the project can deliver for the Probation Service,
- Provision of funding on the basis of costed business plans to deliver specific services which will be measured using targets, performance indicators and evaluated outcomes.

In 2006, as the initial part of this development process, all funded projects were required to develop a Business Plan and related budget for the year 2007 detailing the activities the project committed to undertake and deliver during the period for the Probation Service.



Mr. Brian Lenihan T.D., Minister for Children, addressing guests at the launch of Young Persons Probation

Young Persons' Probation

Since its establishment Young Persons' Probation has sought to deliver services to build safer communities, to support vulnerable young people to turn their lives around, stop reoffending and to make better choices. Throughout 2006 it continued to build on its previous achievements by continuing to engage with children and young people in a supportive manner. All interactions are underpinned by the service value of offender accountability. In the implementation of the provisions of the Children Act 2001 we are protecting and empowering the interests and role of victims while developing effective partnerships with families and key agencies to reduce offending.

Young Persons' Probation was established and formally launched by the Minister for Children, Mr. Brian Lenihan T.D. on 22 November. The Minister commented favourably on the Young Persons' Probation Strategy Plan, 2006-2007. The occasion was hosted by St. Vincent's Trust, a young persons' community project and attended by over 75 people from the youth justice sector. Young Persons' Probation continued to align its strategy with that of the Office of the Minister for Children.

Structure

In September 2006, recognising the importance of resourcing dedicated services to young people the Probation Service appointed an Assistant Director of its Operations Directorate to lead its Young Persons' Probation division.

Young Persons' Probation consists of two community teams based in North and South Dublin with one institutional team covering St. Patrick's Institution and providing support services to the Children Detention Schools. Regional hubs in the Cork, Limerick and Waterford community teams enhanced the implementation of already commenced sections of the Children Act, 2001.

A new Court Liaison Role was established within the Service to advise the Courts, in co-operation with the Irish Youth Justice Service, on the suitability of placements in the Children Detention Schools. Dedicated YPP staff delivered probation services to children before the courts.



Family Conferences

We have promoted and convened restorative Family Conferences striving to involve victims in the process at all stages. Referrals for family conferences totalled 37 in 2006, the majority of which resulted in action plans that offered apologies and some recompense to the victim, while addressing anti-social behaviour patterns linked to offending.

“We worked collaboratively with our partners in An Garda Síochána and the Health Service Executive to co-ordinate services for young people engaged in criminal and anti-social behaviour.”

Service Delivery

During the year the Probation Service completed 1,111 reports on young people less than 18 years of age and supervised 605 Court Orders made in respect of young people under 18. All of our staff were trained in Young Persons’ Probation Standards for the Preparation of Probation Reports, incorporating structured risk assessment.

Establishing a mentoring service, 32 volunteers were selected and trained to provide pro-social models to young offenders. Thirty young people were assigned mentors throughout the year.

We worked closely in partnership with the community and voluntary sector, assisting them in their capacity to provide meaningful interventions for young people in training and activities, and grant aiding them to do so where appropriate.

Inter-agency

Communication took place with the Judiciary regionally on the delivery of community sanctions and their applicability in practice. We worked collaboratively with our partners in An Garda Síochána and the Health Service Executive to co-ordinate services for young people engaged in criminal and anti-social behaviour.

Young Persons’ Probation provided training to service staff and to staff of funded community projects to enable the provision of evidence based parenting programmes to support those parents where participation on such a programme was assessed as useful or ordered by the Courts.

YPP staff actively contributed to research and training initiatives. They facilitated research by the DIT into the needs of young offenders on remand. In partnership with the Training Section they delivered information sessions and skills based workshops.

Custody and Detention

Work with prisoners

In 2006, the number of interviews by Probation Officers with prisoners in custody was 20,532. These sessions focus on meeting the needs of prisoners in coping with the impact of imprisonment, addressing personal and familial difficulties, initiating contact with community, voluntary and statutory services, addiction and resettlement. The overall aim of such interventions is to reduce the risk of reoffending on release.

“ Only for my Probation Officer I would be dead. She is the only person who has ever cared enough to listen to me”

Philip O'Meara.

Group programmes

Group programmes support the individual work with offenders in custody. Groups are formed to meet the identified needs of particular prison groupings and vary between institutions. Examples of group programmes operated during 2006 include Sex Offender Treatment Programme (Arbour Hill), Drug Treatment Programme (Mountjoy), Offending Behaviour, Alcohol and Offending Behaviour (Limerick), Relapse Prevention (Training Unit), Life Sentenced Prisoners, Anger Management and Addictions. These programmes are often implemented on a multi-disciplinary basis within each prison.



The Parole Board

To assist with the management of long term prisoners and to actively contribute to the reduction in risk posed by such prisoners, the Probation Service continues to support the work of the Parole Board. Represented on the Board by our Director, Michael Donnellan, the Service provided assessment reports for 76 cases in 2006.

Repatriation Reports

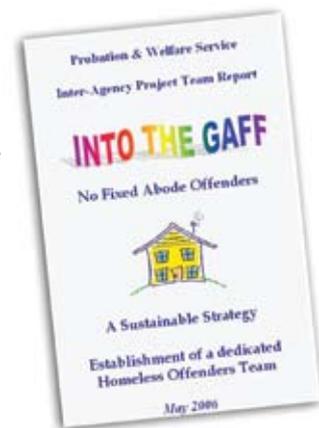
The number of repatriation reports completed during the year was 23. These reports are compiled under the Transfer of Sentenced Persons Acts, 1995 & 1997 on prisoners who have applied to serve the remainder of their sentence in their home country. These include prisoners wishing to return to Ireland from abroad and prisoners here who wish to serve the remainder of their sentence in their own country.

Supervision of Life sentenced Prisoners

Offenders sentenced to life imprisonment can be granted periods of temporary release at the discretion of the Minister for Justice, Equality and Law Reform. In such instances the prisoner is, in the normal course, under the supervision of the Probation Service. There were 66 individuals in this category.

Throughcare

The development of throughcare systems remained a strong focus of the Probation Service in 2006. Programmes operated on a multi agency/multi disciplinary basis were in operation throughout the prisons estate where the Probation Service continued to play a leading role. In Dublin and Wicklow the inreach service provided by the Homeless Persons Unit increased by 20% with 361 individual prisoners benefiting. Of these 40% had previously experienced homelessness. The remaining 60% were assessed as being at risk of homelessness. Under the auspices of Threshold, the Access Housing Unit Inreach service provided for the direct placement of prisoners deemed to be at risk of homelessness into private rented accommodation with a tenancy support service. Close liaison continued with the wide range of projects funded directly by the Probation Service to support resettlement.



The service produced the "Into the Gaff" report (pictured above) and formally established a dedicated team to work with homeless offenders.

'The Social Exclusion Project on Foreign Prisoners in European Penitentiary Institutions'

This one year project was initiated by the European Union in September 2005. The Senior Probation Officer in Mountjoy Prison compiled the Irish response. The study concludes that, inter alia, foreign prisoners across Europe often receive insufficient written information about their legal rights and duties in a language they understand. More staff in prisons need to be better trained to address the specific needs and language deficits of foreign prisoners. Overcrowding and racism among prisoners were identified as problems in many countries.



4

Research, Training
& Development



Research, Training & Development

Introduction

In 2006 Staff Training and Development was reconfigured to form a national service with a training manager, four dedicated training staff and administrative support, operating from hubs in Dublin, Cork and Galway.

This reorganisation reflected the Service commitment to providing all staff with access to quality training responsive to both local and national needs.

“The events combined the skills of the training staff, the practice wisdom/skills of colleagues and the expertise of selected trainers. A variety of training methodologies were used ranging from the didactic to the experiential.”

Range of Programmes

The programmes delivered during 2006 focussed on core areas of practice for probation, administrative and community service staff. These included induction for new staff, challenging behaviour, effective writing, best practice interventions with clients, suicide awareness, first aid, risk assessment, youth offenders, leadership, addictions, performance management and development and customer service.

In addition staff were also facilitated to attend conferences and workshops, both national and international, relating to developments in effective interventions with offenders, changes in legislation and Human Resource Management issues.

During 2006, 110 courses varying in duration from half-day events to a year long accredited course were provided throughout the country, responding to identified learning needs. All sessions were customised to address the learning needs of the target group. The events combined the skills of the training staff, the practice wisdom/skills of colleagues and the expertise of selected trainers. A variety of training methodologies were used ranging from the didactic to the experiential.



- **Performance Management and Development System**

The Training and Development section delivered 8 information sessions in preparation for the integration of PMDS with human resource policies and processes, including assessment systems. These seminars informed staff of the evolution and development of PMDS and of the personal, practical and procedural implications of the new integrated model.

An internal review group was established to examine the working of PMDS in the Service. Its comprehensive and detailed report was forwarded to Service management and staff associations in the autumn of 2006. At year's end a detailed implementation plan was prepared for delivery in 2007.

“Working with John on community service helped me sort out my life. I now have my van and work for myself and am renting a house with my girlfriend and our baby. Even though the work is finished I still call to see John every week.”

Eamon Dunne

- **Management Development**

Service management conducted an in-depth appraisal of organisational strengths and weaknesses in 2005, assisted by an external consultant. A framework of training needs was developed through focus groups and a tender process held in 2006 for the delivery of a Leadership Development Programme. Penna PLC tendered successfully and a customised series of training inputs was designed.



Ciaran Kennedy and David O'Donovan, Probation Service (Research, Training and Development Directorate) with Caroline Duffy, Penna Consulting.

Introductory sessions were held in May/June 2006 to explain the programme and raise awareness of the challenges to be addressed. The first two of four modules were delivered in the summer and autumn. Individual coaching sessions were also held with each participant to enhance personal development and assist with the application of learning to day-to-day management tasks. A steering group continues to monitor the delivery and relevance of the programme, and plan for formal evaluation so that future training can build on the achievements of this programme.

- **Addictions**

Recognising the significance of addiction in the management of offender risk, the training section provided an in-house, targeted comprehensive programme to equip staff with the required competencies to address this complex area within a criminal justice context. This year-long course is accredited by the National University of Ireland, Maynooth. Eleven staff completed the course in the academic year 2005/2006. An evaluation of the programme was completed and presented to management in August 2006.



Graduates of the Addiction Studies Programme

- **Suicide Awareness Training**

The training section responded to the offer of training places from the North Inner City Drugs Task Force, in conjunction with Saol and the National Office of Suicide Prevention, on a series of workshops. 25 Probation Officers from the Eastern area participated in 2 day workshops on “Applied Suicide Intervention Training”. In addition to the development of important knowledge and skills in this area, participants also benefited from working and learning within a multidisciplinary group context.

Training Provided to External Organisations

During 2006, a total of 25 training events were delivered to students at NUI Cork, Galway and Dublin and at Trinity College. Some presentations took place within law faculties but most were predominantly within social science faculties, at both undergraduate and postgraduate levels. A wide range of material was covered including the impact of criminological theories on social work practice, risk assessment, effective intervention with offenders, and the evolution and development of the Probation Service.

The training section delivered workshops and information sessions to staff in a number of partnership agencies also.

Restorative Justice

The role of the Service in court mandated family conferences (Children Act, 2001, sections 78 to 87) is an integral part of restorative justice in this jurisdiction. The Service continued to support the two pilot Restorative Justice projects in Nenagh, Co. Tipperary and Tallaght, Co. Dublin.

In autumn 2006, the Oireachtas Joint Committee on Justice, Equality, Defence and Women's Rights held hearings on the subject of Restorative Justice. The Service, along with the two projects made submissions. The Committee was very much in favour of Restorative Justice and accepted the Service's view that the Minister be invited to establish a Working Party on the issue.



5

All-Island and
European Relations



Information about probation in
Latvia

www.probacija.lv

Probation Service

zīmavū iela

371 7021139



Standing back to see inside.

Our all-island and European connectedness.

Being an island nation Ireland was always geographically cut off from our European and global neighbours. But, in some ways, because of that isolation, we were disproportionately more interested in, and connected to, the outside world. Irish people travelled widely in search of work and adventure.

However, today that sense of connectedness is a two-way energy flow. Many of our international neighbours are now connecting to us because of our economic and cultural success. Others are travelling to Ireland and setting down roots. Ireland has become a respected and energetic member of a global family.

In a very short time span Ireland's communities and neighbourhoods have been transformed. One in ten people you meet on the street was not born here. In parts of our cities that number rises to one in five. Visitors, job-seekers, returning Irish and asylum-seekers are now living in and playing a positive role in almost every community across the island. Meanwhile, the island itself has transformed because of the peace process. Borders that once divided us culturally, economically and in terms of partnership have been dismantled. Sharing is the order of the day.

Because the Probation Service is a locally delivered service which endeavours to be world class, we need to be hard-wired to both the local and the global village. Our staff is increasingly dealing with people from many different countries of origin both in terms of offenders and families experiencing the trauma of crime. International best practice must be sought out and learned from. This section outlines our connectedness both on the island and beyond.

Public Protection Advisory Group

The Public Protection Advisory Group is a sub-group of the Intergovernmental Agreement Working Group and is jointly chaired by the Chief Probation Officer Northern Ireland and the Director of the Probation Service.

Its role is to advise the Working Group on the potential for strengthening enforcement of non-custodial sentences and post-custodial supervision with a view to enhancing protection of the public.

The setting up of the Working Group followed the Intergovernmental Agreement on North/South co-operation on criminal justice matters, which Mr. Michael McDowell, T.D., Minister for Justice, Equality and Law Reform and Northern Ireland Minister with responsibility for criminal justice Mr. David Hanson MP signed in July 2005.

As well as the Public Protection Advisory Group there are a number of other groups also in operation, namely the registered Sex Offenders Group, Exchange of Personnel Group and Support for Victims Group.

The Public Protection Advisory Group has been meeting since early 2006 and to date has covered a number of topics including the Domestic Violence Initiative in Dundalk, Drink Driving Proposal Donegal, Developing an Assessment Tool for Sex Offenders North and South, Exchange of Personnel between Probation Services and has built on the Protect North South Initiative which has recently come to a conclusion.

PROTECT N&S

Set up in partnership between the Probation Board for Northern Ireland and the Probation Service, PROTECT N&S (Probation Reducing Offending through Enhanced Co-operation and Training, North and South) concluded in August 2006. The project was funded for 30 months by the Special European Union Programme Body under Peace II Measure 5.2 and was developed in response to the Belfast Agreement (1998) and the Review of the Criminal Justice System in Northern Ireland (2000).

The project brought together a unique, Ireland wide network of probation staff and criminal justice experts to help secure the protection of communities through the social inclusion of offenders. The two probation services brought together knowledge and expertise to ensure the sharing of best practice at strategic, operational and community levels.



“The two probation services brought together knowledge and expertise to ensure the sharing of best practice at strategic, operational and community levels.”

This was achieved through six offence/offender focused seminars and two national conferences held over the 30 month period. There is now a much closer working relationship between the staff of both services. Examples of this include better cooperation in terms of:

- Supervising offenders who have changed jurisdiction,
- Preparing pre-sentence reports for Courts in the other jurisdiction,
- Sharing information on offenders moving between the two jurisdictions, and
- Providing expert advice on sentencing options available in the other jurisdiction.

There were many other benefits accruing from the project. Protocols between the two Services on the exchange of information regarding sex offenders were signed and agreed. These protocols have been distributed within the two services.

A Public Protection Advisory Group co-chaired by the heads of both probation services was established and the third edition of the Irish Probation Journal was published in September 2006.

Co-operation with the Probation Board for Northern Ireland (PBNI)

Co-operation between the Probation Service and the Probation Board for Northern Ireland (PBNI) continued at strategic and operational levels throughout the year. A joint meeting of the two senior management teams took place in Belfast in March 2006. This formal forum, which has been a regular annual feature of co-operation between the Probation Service and PBNI, provided an opportunity for respective updating of developments in the two jurisdictions and planning for ongoing co-operation between the two services.

“This is when my life changed. I was introduced to a probation officer. I had spent half my life in prison. Then my probation officer showed me a way of rehabilitating myself by bringing me to the Bridge Project.”

Barry Dalton, a 38yr old man with a lengthy history of serious offending and imprisonment, has not come to further attention of the Gardaí.

Cross-border co-operation in relation to sex offenders

At the joint meeting of the two senior management teams in Belfast on 3rd March, Mr. Michael Donnellan, Director and Mr. Noel Rooney, Chief Executive of PBNI signed an agreement on a “Protocol for the Sharing of Information on the Mangement of Sex Offenders.”

The aim of the protocol is to improve public protection from sex offenders in both jurisdictions by:

- (i) Providing a framework for the secure and confidential sharing of information between the Probation Board for Northern Ireland and the Probation Service.

- (ii) Co-ordinating and strengthening the supervision and management of sex offenders in the community in both jurisdictions.

Its purpose is to facilitate the exchange of information in the preparation of pre-sanction assessments and reports and the enforcement of community sentences and post-custodial supervision on sex offenders who move from one jurisdiction to the other.

Under this protocol a sex offender being supervised and managed by either of the probation services would continue to be supervised if s/he moved to the jurisdiction of the other service within the island of Ireland.

Journal Publication

The third volume of the Irish Probation Journal, containing articles on a wide array of topics of relevance to probation practice, was published in September. Articles published in the 2006 edition included contributions from staff of both services, as well as academics and other external contributors from Ireland and Britain. The journal, co-funded by the Service and PBNI, is managed by a representative editorial board drawn from the two services. This provides a valuable focal point and a practical vehicle for North-South co-operation in criminal justice matters relevant to probation practice. It is a valuable resource for probation officers, especially for the professional development of newly appointed staff and for ongoing staff development within the services.





Vivian Geiran presenting Ambassador Mawe with one of the Service's football jerseys.

Visit to Latvia

A Service delegation visited Latvia in April as guests of the Latvian National Probation Service. Eleven staff comprising probation officers, administrative and IT staff and managers made the trip to the capital, Riga. The visit incorporated both business and social elements. Ireland's Ambassador to Latvia, His Excellency Tim Mawe hosted an informal meeting with Vivian Geiran, Deputy Director and David Williamson, Senior Probation Officer on the group's first morning in Riga. Mr Mawe was introduced to the Probation Service delegation and wished them well on their visit to Riga.

Vivian Geiran and David Williamson also held discussions with representatives of the Latvian Ministry of Justice, the Director of the Latvian National Probation Service, Mr. Alexander Dementievs and his Deputy. The discussions reviewed current links between the two services and possibilities for future developments.

Our delegation attended a local court in session, met the presiding judge and visited two rehabilitation programmes in Riga city centre. They had a series of useful discussions with probation officers, staff and clients in partner agencies about probation practice and related issues in the respective jurisdictions.

One of the other highlights of the four-day visit was participation in a triangular indoor football tournament – with the Latvian Probation and Prison Services providing the sporting opposition. The Irish Probation team took a creditable second place in the tournament, runners-up to the Latvian Prison Service.



CEP

The Probation Service in Ireland is a founder member of the Conférence Permanente Européenne de la Probation (CEP), an umbrella body for probation agencies across Europe, and was represented at the twenty-fifth anniversary conference in Jersey, Channel Islands, in June 2006.



Earlier, CEP had jointly organised a seminar in Armagh, Northern Ireland, on 24th & 25th March, with PROTECT N&S (Probation Reducing Offending Through Enhanced Co-operation and Training, North & South). The topic for the seminar was “Preventing Sex Offending – A European wide undertaking”. It was attended by 28 delegates from Spain (inc. Catalunya), Sweden, Latvia and the U.K. as well as from both Services on the island of Ireland. Discussions and presentations centred around the importance of legislation; the centrality of values and their impact on probation practice, and how both sex offenders and the community at large are best served when different agencies work together. It was the first CEP workshop organised in Northern Ireland and to mark the occasion, participants were invited by the Criminal Justice Directorate in the Northern Ireland Office to a reception and dinner in Hillsborough Castle.

The Service nominated staff members to represent it at other CEP meetings such as a meeting of Director Generals of Probation in Toledo, Spain in January, and a conference on “Probation in Central and Eastern Europe” in Budapest, Hungary, in April. A Deputy Director from the Service served as a member of the Board of CEP during the year. The 60th biannual meeting of the Board was held in Dublin on 13th & 14th October 2006. To mark the occasion the Secretary General, Department of Justice, Equality and Law Reform hosted a dinner for Board members, CEP staff and their partners.

On 19th October, 22 members of the Riksförbundet Frivilliga Samhällsarbetare (Swedish Association of Voluntary Community Workers) were hosted by the Service to learn of our role and functions. They visited a number of facilities operated by the Service and expressed appreciation for the hospitality and sharing of information.

Appendices

Financial Statement
Statistics
Funded Projects



Appendix 1

Financial Statement Income & Expenditure 2006

PRISONS SERVICE VOTE		BUDGET PROVISION	OUTTURN	SAVINGS	EXCESS
VOTE 21 JANUARY - JUNE 2006		€000	€000	€000	€000
E1	SALARIES, WAGES AND ALLOWANCES	10,250	9,122	1,128	
E2	OPERATIONS (TRAVEL, TELECOMS, EQUIPMENT, OFFICE MAINTENANCE)	1,940	2,962		1,022
E3	ASSISTANCE				
	VOLUNTARY BODIES (CURRENT)	7,620	7,067	553	
	VOLUNTARY BODIES (CAPITAL)	1,100	1,117		17
E4	JUVENILE OFFENDING INITIATIVES	584	2	582	
F	COMMUNITY SERVICE SCHEME	1,066	1,740		674
TOTALS		22,560	22,010	2,263	1,713

THE DEPARTMENT OF JUSTICE, EQUALITY AND LAW REFORM VOTE		BUDGET PROVISION	OUTTURN	SAVINGS	EXCESS
VOTE 19 JULY - DECEMBER 2006		€000	€000	€000	€000
H1	SALARIES, WAGES AND ALLOWANCES	10,429	9,858	571	
H2	OPERATIONS, (TRAVEL, POST & TELECOM, OFFICE PREMISES, OFFICE MACHINERY)	2,144	3,376		1,232
H3	ASSISTANCE				
	VOLUNTARY BODIES (CURRENT)	7,807	7,031	776	
	VOLUNTARY BODIES (CAPITAL)	4,300	350	3,950	
H4	JUVENILE OFFENDING INITIATIVES	1,387	265	1,122	
H5	COMMUNITY SERVICE SCHEME	1,092	1,241		149
TOTALS		27,159	22,121	6,419	1,381

Financial Statement Income & Expenditure 2006

SUMMARY OF THE PRISONS SERVICE AND DEPARTMENT OF JUSTICE, EQUALITY AND LAW REFORM VOTES		BUDGET PROVISION €000	OUTTURN €000	SAVINGS €000	EXCESS €000
SUMMARY VOTE 19 & VOTE 21 JANUARY - DECEMBER 2006					
E1/H1	SALARIES, WAGES AND ALLOWANCES	20,679	18,980	1,699	
E2/H2	OPERATIONS (TRAVEL, POST & TELECOM, OFFICE PREMISES, OFFICE MACHINERY)	4,084	6,338	-	2,254
E3/H3	ASSISTANCE				
	VOLUNTARY BODIES (CURRENT)	15,427	14,098	1,329	
	VOLUNTARY BODIES (CAPITAL)	5,400	1,467	3,933	
E4/H4	JUVENILE OFFENDING INITIATIVES	1,971	267	1,704	
F/H5	COMMUNITY SERVICE SCHEME	2,158	2,981	-	823
TOTALS		49,719	44,131	8,665	3,077

Prompt Payment of Accounts Act 1997

The following information is provided in accordance with the Act within the guidelines issued by the Department of Enterprise, Trade and Employment.

The Probation Service has procedures in place to ensure that all invoices are paid within the statutory time limit. While the procedures have been designed to ensure compliance with the Act, they only provide reasonable and not absolute assurance against material non compliance with the Act.

These procedures operate in the financial period under review and, in the case of late payments, the relevant suppliers were notified and the interest due was paid to them.

In accordance with the Prompt Payment of Account Act, 1997, the following information is provided in respect of the financial period ending December 31st 2006:

(a) Payment Practices

The Probation Service makes payment to suppliers in accordance with the terms specified in the respective invoices or conditions specified in individual contracts, if appropriate. Since 2002 the standard terms are 30 days.

(b) Late Payments

Invoice Amount	No. of Invoices	Amount of Interest Paid
Under €317	5	€63.33
Over €317	70	€1,887.00
Total	75	€1,950.33

(c) Overall percentage of late payments to total payments and total interest paid.

The overall percentage of late payments to total payments was 1.5%

The total amount of interest paid with respect to late payments was €1,950.33.

Appendix 2 Statistics

Annual Report Figures		
	2005	2006
Offender Assessment Reports completed		
Pre-Sanction Reports	6385	6998
Community Service Reports	2040	1921
Probation Type Supervision		
Probation Orders	1274	1779
Orders for Supervision During Deferment of Penalty	5230	5714
Number of sex offenders supervised in the community who did not receive a custodial sentence	124	50
Community Service		
Community Service Orders	1167	1158
Total number of Community Service Hours ordered to be done	122,000	157,492
Total alternative sentence in person-years	350	432
Supervision of Ex-prisoners		
Number of life sentence prisoners supervised in the community	57	66
Number of sex offenders supervised on Post Release Supervision Orders in the community	81	114
Victim Impact Reports		
Total number of reports Completed	46	37

Appendix 3 Funded Projects

The Department of Justice, Equality and Law Reform distributed €15.5m. through the Probation Service to the following community-based organisations:

Project	Address
Adventure Sports Project	School on Stilts, Rutland Street, Dublin 1.
Aftercare Recovery Group	176 North Strand Road, Dublin 1.
Aiseiri (Cahir)	Townspark, Cahir, Co. Tipperary.
Aiseiri (Wexford)	Roxborough, Wexford.
Aislinn	Adolescent Addiction Treatment Centre, Ballyragget, Co. Kilkenny.
Ana Liffey Project	48 Middle Abbey Street, Dublin 1.
Athy Alternative Project	Community Service Centre, Nelson Street, Athy, Co. Kildare.
Auto Crime Project	Unit 4, Southside Industrial Estate, Pouladuff Rd., Cork
Ballinsloe Training Workshop	Canal House, Harbour Road, Ballinasloe, Co. Galway.
Ballymun Youth Action Project	Horizons Centre, Balcurris Road, Ballymun, Dublin 11.
Bridge Project	125 Parnell Street, Dublin 1.
Bushypark (Clarecare)	BushyPark House, Bushypark, Ennis, Co. Clare.
Candle Community Trust	PO Box 1145, Lynch's Lane, Ballyfermot, Dublin 10.
Ceim ar Ceim Moyross	Unit 5, Shannon Development Units, Knockalisheen Road, Moyross, Limerick.
Ceim Eile (Aiseiri)	Old Airmount Hospital, Waterford.
Churchfield Yth Comm Trust	109 Knockfree Avenue, Churchfield, Cork.
Clonmel Youth Training Ltd	Sli Nua, Fethard Road, Clonmel, Co. Tipperary.
Coolmine Therapeutic Centre	19 Lord Edward Street, Dublin 2.
Cork Alliance Centre	Robert Scott House, 6 St Patricks Quay, Cork.
Cork Probation Hostel	Westview House, Audley Place, Patrick's Hill, Cork.
Cornmarket Project	9 Malin Street, Cornmarket, Wexford.
Cox's Demesne	The House, 15-16 Oakland Park, Dundalk, Co. Louth.
Crinan	72 Sean McDermott Street, Dublin 1.
Cuan Mhuire Athy	Cardington, Athy, Co. Kildare.
Cuan Mhuire Bruree	Bruree, Co. Limerick.
Cuan Mhuire Coolarne	Turloughmore, Co. Galway.
Dochas don Oige	Lisban Industrial Estate, Tuam Road, Galway.
Educational Trust	c/o 7, Upper Leeson Street, Dublin 4.
Fellowship House	Spur Hill, Doughcloyne, Togher, Cork.
Fusion CPL	Cherry Orchard Health Centre, Cherry Orchard Grove, Dublin 10.
Guild of St Philip Neri	St. Vincent De Paul, 91-92 Sean McDermott Street, Dublin 1.
Harristown House	Harristown, Co. Roscommon.

INPRO Ltd, Grattan House	Grattan House, Grattan Street, Cork.
Kazelain	Kazelain, Finisklin Road, Sligo.
Kerry Adolescent Counselling Centre	c/o St. John's Parish Centre, Castle Street, Tralee, Co. Kerry.
Kilkenny Employment for Youth	Garden Row, High Street, Kilkenny.
Le Cheile	Ocean House, Arran Quay, Smithfield, Dublin 7.
Lighthouse Project / Granada	Crinken House, Crinken Lane, Shankhill, Co. Dublin.
M.O.V.E	M.O.V.E. Ireland, PO Box 495, Ennis, Co Clare.
Matt Tabot Community Trust	P.O. Box 8372, Kylemore Road, Dublin 10.
Matt Talbot Adolescent Services	Rockview, Trabeg Lawn, Douglas, Co. Cork.
Merchants Quay Project	4 Merchant's Quay, Dublin 8.
Nenagh Community Reparation	Connolly Street, Nenagh, Co. Tipperary.
Nth Clondalkin Prob Project	St. Mark's Lane, Neilstown Road, Clondalkin, Dublin 22.
P.A.C.E.	Admin., 7 Upper Leeson Street, Dublin 4.
Restorative Justice Services	Tallaght Business Centre, Whitestown Business Park, Tallaght, Dublin 24.
Ruhama	Senior House, All Hallows College, Drumcondra, Dublin 9.
SAOL Project	58 Amiens Street, Dublin 1.
Southill Outreach	Unit 16, Kilmallock Road Enterprise Centre, Kilmallock Road, Kilmallock, Limerick.
St Johns	65 Lucan Road, Chapelizod, Dublin 20.
St Vincents Trust	9 Henrietta Street, Dublin 2.
Stepping Out Project Athlone	National Learning Network, Belhavel, Golden Island, Athlone, Co. Westmeath.
Tabor Lodge	Ballindeasig, Belgooly, Co. Cork.
Tallaght Probation Project (Deonach)	Courthouse Square, Westpark, Tallaght, Dublin 24.
The Bond Project	37 - 37A Coolmine Industrial Estate, Blanchardstown, Dublin 15.
The Linkage Programme	32 Lower O'Connell Street, Dublin 2.
Tivoli Training Centre	Tivoli Terrace, Dun Laoghaire, Co. Dublin.
Treble R Industries	Chancery Lane, Dublin 8.
Treo	34 Tycor Business Centre, Tycor, Waterford.
Tuam Community Training Workshop	Vicarschorland, Tuam, Co Galway.
Tus Nua (De Paul Trust)	136 North Circular Road, Dublin 7.
W.H.A.D.	Cherry Orchard Equine & Training Centre, Cherry Orchard, Dublin 10.
W.R.E.N.S	Killinarden Enterprise Park, Killinarden, Tallaght, Dublin 24.
Waterford Probation Hostel	15 Bath Street, Waterford.
Wexford Centre Project	Lincoln House, Lincoln Lane, Smithfield, Dublin 7.
WYTEC	Ballinaneasagh, Cork Road, Waterford.



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Please note that for reasons of confidentiality the names used in quotations by offenders have been changed.



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