SAFER COMMUNITIES
THROUGH RESPECT,
ACCOUNTABILITY,
RESTORATION AND
SOCIAL INCLUSION

THE FOLLOWING PAGES ARE A VISUAL TIMELINE,
WHICH CHART THE DEVELOPMENT OF
THE PROBATION SERVICE ALONGSIDE SIGNIFICANT
HISTORICAL EVENTS SINCE 1907.
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Director’s Message
MARKING AN IMPORTANT AND VITAL HISTORY
This year marks an enormously interesting and revealing hundred-year history of a unique strand of Irish social and political life. That fascinating history tells the story of a century of probation service in Ireland. Dealing as it does with crime, offending, public safety and the need for community sanctions, it’s not surprising that it’s a history that unfolded in chapters that were often forgotten, sometimes sensationalised, and at most other times were just a normal, quiet but important part of Irish life. But it is a history that has also rightly been celebrated. And that’s what we’re doing in this publication. Celebrating our rich heritage in our historic centenary year.

In the next few pages I discuss our modest beginnings and proud past; I explore our contemporary relevance and efficacy in a changing and modern Ireland.

Think of any normal situation of life. Walking to work. Dropping the children off at school. Attending the cinema. Shopping. Socialising. Every day of our lives we unknowingly come into contact with people, who have come into contact with the criminal justice system. Many are offenders or ex-offenders. These encounters come and go without incident. Crime and antisocial behaviour are unfortunately a part of the fabric of life. And when crime happens, particularly serious crime, it dominates the front pages, news headlines and social discourse. It’s not surprising. Public safety is a reasonable minimum aspiration of citizens and a touchstone of our society’s values.

I think it’s reasonable to believe that after one hundred years of busy and crucial activity, an agency that makes communities safer and helps offenders break their cycle of dangerous activity, deserves its own front page and feature articles. Certainly the pioneering leaders and staff – too numerous to list here – who set up the service and shepherded it so well through a century of challenges and change, deserve to be thanked and celebrated.
I take this formal opportunity to proudly do so now.

In previous publications I have asserted our belief that children and young people are Ireland’s greatest asset. They will be the social, creative and economic architects of our future. But they are not just here to strengthen our future – they are also citizens right now, experiencing a vital time of their lives. They should be full, positive and safe participants in society. Some young people find themselves making bad life choices, causing harm and hurt to themselves and others. Caught in vicious cycles of poverty, chaotic home lives and dangerous influences, they, tragically for everyone, turn their backs on pro-social behaviour. They fall victim – to creating other victims. This cycle must be broken.

Common sense tells us that there are also serious criminals and dangerous adult offenders who need tough sanctions and whose freedom must be curtailed to protect family, neighbours and unconnected citizens who could become their victims. My Service firmly supports that. But independent research tells us that many other adult offenders are vulnerable players in a societal pattern that no one wants or condones. Many are grown-up versions of the troubled children I’ve just described. Our prisons have a significant number of people who come from areas of disadvantage. Places where poverty, drugs and dangerous life choices are sadly commonplace.
The Probation Service believes – and we’ve learned from front-line experience – that change is possible when these young people and adults are held accountable and encouraged to take responsibility for their behaviour. It’s a matter of record and collective pride that many of our dedicated, hard-working staff have been able to assist so many to turn away from bad choices and to break an embedded pattern of repeat offending. To begin to make restoration. To find a positive role in community life.

For me – and I know that my dedicated and talented staff holds this dear as well – public safety and the reduction of crime are the outcomes we set ourselves and work so hard for. Ireland deserves nothing less. The people who worked in the Service before us would want this legacy fulfilled also.

I hope you enjoy and are stimulated by this important marking of a unique hundred year history that built this proud legacy – one we’ll be handing over some day to the Probation Service of the future. And the citizens they’ll serve.
A RICH HERITAGE,
A CRUCIAL SERVICE,
A VITAL FUTURE.
The year was 1926. The Senior Justice reluctantly agreed – it was clear that he wasn’t at all convinced there was enough full-time work for the proposed new Probation Officer. This was nineteen years after the Probation Act was signed into law, and the then Minister for Justice had just recommended that there should be an additional male Probation Officer to deal with men and older boys. Up until then there were only two Probation Officers for Ireland, both women and both based in Dublin. Today there are some 500 staff in the modern Probation Service spread throughout the 26 counties.

Times have changed.

Today, the Probation Service is one of the most crucial cogs in the modern Criminal Justice machine. We organise and deliver a range of vital services all over Ireland. Our agency is located in the Department of Justice, Equality and Law Reform. As part of the Criminal Justice family, we work shoulder-to-shoulder with our parent Department, the Courts Service, the Irish Prison Service, An Garda Síochána, the Irish Youth Justice Service and other statutory services, as well as the voluntary and community sector and our funded projects.

It wasn’t always like this of course. The emphasis in policy and practice has developed dramatically through the decades. Originally the service was a mechanism for providing supervision of released offenders on behalf of the courts. The Church and some voluntary charitable agencies also played very active roles. The duties of the original Probation Officers were ‘to visit or receive reports from the probationer, to see that he observes the conditions of the order, to report to the Court as to his behaviour, and to advise and befriend him, and, where necessary, to try and find him employment’. Today the role has been transformed.
Today, for offenders to be ‘on probation’ means that they are given an opportunity to prove themselves after committing an offence. Interestingly, this concept of probation emerged around the same time our organisation did, in or around a hundred years ago, as a humane and effective approach to helping offenders change. Crime happens and everyone agrees that it must be met by effective sanctions, based on evidence and hard research. The Probation Service has learned that, where possible, community sanctions are more appropriate and effective than custody. We believe that by engaging with neighbourhoods, communities and partners, particularly through a ‘restorative justice model’, we will improve public safety and reduce anti-social problems.

That’s what probation means in a modern Ireland.

So, though we had different and modest beginnings, we now play that vital role. We are a success story today as a direct result of our proud history and our commitment to transform. Through the decades of a century of change and challenge, many fine and visionary people have guided the Probation Service to demand and ensure its effectiveness and relevance. These last number of years have witnessed the organisation embrace positive change like never before.
But it has not been change for the sake of change. It was change to modernise. Change to improve our services. Change to understand what was happening on the streets and in our communities. Change to answer Ireland's real needs. Change to be more skilful and demanding in our work. And ultimately, it was change to ensure that we could help others to change. To change their behaviour. To break their pattern of offending. To seize a secure foothold back in society. To be the best they could be for themselves and their loved ones.

That kind of change is invaluable. It’s obviously priceless for the offender. It’s precious for Ireland. Its effect in reducing crime is incalculable. How can you estimate the potential numbers of victims of crime that were spared that experience?

That’s the kind of change we’re proud of. And we’re sure that the Minister for Justice and the Senior Justice who made a brave decision in 1936 to increase the Probation workforce by 33% – by one single officer – would also be very proud today of the change process they started from such modest beginnings.

And we’re confident that all the bright policy makers, the visionary funders and the talented staff of the Probation Service through the last ten decades would be very proud too.
RICH HERITAGE, A CRUCIAL SERVICE, A VITAL FUTURE.

WORKING FOR TODAY'S IRELAND
In the context of modern Ireland, the Probation Service is aptly named. In the previous section we explained the concept of being ‘on probation’ as meaning offenders are given an opportunity to prove themselves after committing an offence. But the twin word accompanying ‘Probation’ in our title is ‘Service’. It’s a word we hold dear and take seriously.

We carry out a service ‘on behalf of’ the people of Ireland and also ‘to’ the people of Ireland. History tells us that the concept of ‘service to your country’ is ironically both a humbling and proud notion. It conjures up concepts of responsibility, trust, quality, effectiveness. Service has both an historic and contemporary resonance.

The leadership and staff of the Probation Service would agree that it is both humbling to be in service to Ireland and a proud privilege to be entrusted to carry out that vital assignment with dedication, skill and a commitment to excellence. So for us, in this our historic hundredth year, our title ‘The Probation Service’ reminds us that we are positively both.

Crime is one of society’s pressing problems. Of course it’s primarily a failure of individual offenders. But many other different factors contribute to it. Virtually every society experiences it. And its impact is devastating. Crime hurts victims, their families and friends. It hurts communities. It weakens society.

For the Probation Service, reducing crime and protecting our citizens is vital work. We do it in energetic partnership with many different key agencies, organisations and colleagues. In fact, we couldn’t do it without our partners and the dynamic support of our
parent Department and Minister. In modern Ireland, a multi-agency approach is, in fact, the most focussed and singular strategy of all.

The Probation Service's success in helping to reduce the level of crime and increase public safety is often a silent and hidden one. That's because the work we do, by its nature, is sensitive, behind-the-scenes work with offenders, communities and the criminal justice system. We're the Criminal Justice System's best kept secret. Not many people know we provide a vital and busy service to every court in the country hearing a criminal case and to every prison and place of detention. Much of our work involves preparing assessments for the courts, supervising offenders in the community and providing a counselling service to prisoners and their families.

Our office is Ireland. We work across the entire country.

While our services are organised nationally, they are delivered locally. We have over 500 staff in offices in more than forty locations nationwide. At any one time, the Probation Service is supervising and/or assessing over 8,000 offenders in the community, including offenders subject to supervision orders from courts, prisoners on life sentences and other prisoners on supervised release.

Our refined and tested strategy is about achieving measurable results. Using evidence based methods and strategies. Offering offenders other routes back to stability, family and community. Redirecting them to training, education and self-transformation. This is because if we help offenders find a dignified and productive role in society, that means we're also helping society itself. Making our streets,
homes, neighbourhoods and communities safer and happier. And having fewer victims means more cohesion, pro-social activity and even creating the climate for more social regeneration and economic growth.

The Probation Service is a changed service in a changed Ireland. Compared to even two decades ago, Ireland is a different place, a different culture, a different economy. And measure-by-measure, the river of change still flows and moulds the social and cultural landscape. The economy is facing more challenging times, immigration and emigration are beginning to pass each other at points of entry and departure and human values and beliefs are altering to match all these profound changes.

The nature of offending is altering too. And we need to be responsive and open to how we deal with all these factors. Policy makers and professionals now understand and agree that there must be multi-layered, modern and effective responses to offending and to the causes of crime.

In tangible terms, that’s what it means to be ‘of service’ and ‘in service’ to today’s Ireland.
Section 1

Centenary of the Probation Order
...our focus has shifted significantly over the years, from simply offering assistance to offenders to reducing re-offending and enhancing public protection by changing criminogenic behaviour patterns. Witness the introduction of intensive probation and cognitive behavioural therapy in the early nineties, and more recently the adoption of standard risk assessment instruments.
In 2007 the Probation Service celebrated the centenary of the Probation Order to commemorate the work of the Service.

One hundred years ago, the Probation of Offenders Act was signed into law. It ushered in the idea of structured supervision of offenders by new legal functionaries, namely probation officers. The Act applied to Ireland, but was only really used in the Dublin Metropolitan area, where a single probation officer and one unpaid assistant operated prior to the foundation of the State. This limited use continued for almost the next half century, with numbers slowly edging upwards to reach six officers serving Dublin courts by the late 1960s.

Section 7 of the Criminal Justice (Administration) Act 1914 introduced recognised organisations who would undertake probation functions. These included religious bodies such as the Legion of Mary, the Society of St. Vincent de Paul and the Salvation Army, which operated intermittently until the early 1970s in Cork, Limerick and Waterford as well as Dublin.

The 1960s were a time of significant change for the Criminal Justice System, as well as for Ireland. An Inter-Departmental Committee was established in 1962 to examine how offenders were dealt with and from this came the appointment of the Probation Administration Officer and a rudimentary Probation Service. The first two full-time Welfare Officers were appointed to Mountjoy Prison and St. Patrick’s Institution in 1963/64. Then in 1969, a departmental official was tasked with a complete review of probation, and his report, which was accepted in full, resulted in dramatic expansion. At the start of 1971, there were eight serving officers. By the year’s end, this had jumped to 25, including the first three Senior Officers, one of whom, Martin Tansey, became the first Principal the following year.
In 1972 the first full-time officers working for courts outside Dublin were assigned. In Dublin, a separate headquarters building was acquired, and the Service was extended beyond the City Centre to suburban courts. Officers were also appointed to Limerick and Portlaoise prisons and new places of detention as they opened.

The 1980s saw further development. A report from the National Economic and Social Council in 1984 and the Whitaker Committee Report in 1985 both pointed to the central role probation should play in the Criminal Justice System. The first domestic legislation involving probation, the Misuse of Drugs Act 1977, gave new functions to probation officers, as did the implementation in 1983 of the Community Service Orders legislation (the first order was made in 1985). In 1991 extra resources were sanctioned to commence Intensive Probation Supervision for serious offenders who otherwise would have to serve or continue serving a substantial custodial sentence. Three years later, the Departmental policy document “Management of Offenders” proposed an expanded role for the Service in this area. Then in 1997 came the publication of the “Tackling Crime” document, which suggested that the Service should be a prime target for additional resources. In response, the Minister set up the Expert Group on the Service, which produced its final report in 1999.

New legislation was in preparation that later came into law as the Children Act 2001 and the Sex Offenders Act 2001, both of which gave the Probation Service a pivotal role in supervising these categories of offenders.

A new Director was appointed in 2005, and in 2006 the Minister for Justice, Equality and Law Reform launched the re-branded Probation Service with a new logo, new web-site, new management structure, a
specific division for young offenders, and an explicit acknowledgement that the Service was a valued criminal justice agency with its own part to play in combating crime.

Looking back over the century there have been enormous changes:

- staff numbers have increased to now nearly 500, including administrative grades and community service supervisors
- the service footprint extends to all 26 counties, it is available to every court in the land exercising criminal jurisdiction and has staff working in all prisons and places of detention
- as well as its own management and career structure with operational responsibility, the Service has developed in-house staff support functions, i.e. Training, IT, Finance, Corporate Affairs and Human Resource Management, each liaising with the relevant divisions in the Department of Justice, Equality and Law Reform
- legislation has added more and more new functions, the latest being supervision of part suspended sentences under the Criminal Justice Act, 2006
- Service staff work in a structured way with Courts, prisons and the Gardaí, and contribute to inter-agency co-ordination at local and regional level
- a network has been built up of probation projects and community voluntary bodies that are funded to make specific interventions with offenders, ensuring that community based supervision makes a real difference in their lives
- finally, our focus has shifted significantly over the years, from simply offering assistance to offenders, to reducing re-offending and enhancing public protection by changing criminal behaviour patterns. We have witnessed the introduction of intensive probation and cognitive behavioural therapy in the early nineties, and more recently the adoption of standard risk assessment instruments.
We wanted to mark the centenary year in a way that would be memorable, reflect our history and promote our future, particularly in the light of the change process underway in the Service.

The Service with the support of the Department of Justice, Equality and Law Reform commissioned Michael Kennedy, a leading ceramic artist to produce a gift to mark the centenary. We believe that Michael Kennedy’s commission represents a Probation Service that is positive, inclusive and transforming.

The Service also produced a DVD – The Probation Service ‘How it Works,’ which captures the history of the Service while also focusing on the progress made and the future developments planned.

The Director of the Probation Service, Mr Michael Donnellan hosted three celebratory events in Dublin, Athlone and Cork at which the contributions made by former and current serving staff was noted.

Guests included Brian Lenihan T.D., Minister for Justice, Equality and Law Reform, the Honourable Mr Justice John Murray, Chief Justice of Ireland, members of the Judiciary, representatives from the Department of Justice, Equality and Law Reform, invited guests, and current and retired members of staff.
Our Deputy Director David O’Donovan summed up our progress:

“The Service has now come of age as a criminal justice agency. Whatever the future brings, it can face it with confidence. With a well trained motivated staff, back up systems within the agency and leadership from management, plus wide recognition of what we bring to the table, we can make a real contribution to a safer if changing Ireland. In colloquial terms, we are raring to go, and you ain’t seen nothing yet”.
Section 2
Operations

The Bridewell, Dublin 7.
Location of the Probation and Welfare Service from the late 70s to the early 80s.
These changes are designed to enhance effective service delivery to all stakeholders and to facilitate greater equity and efficiency in the distribution of resources at both regional and team level.
Introduction

The Probation Service is the leading agency in the assessment and management of offenders in our communities. We are charged with organising and delivering a range of services all over Ireland. Probation Officers work with offenders across the country, as well as in prisons and places of detention, to make communities safer and to help offenders and their families to lead more productive lives, free from crime and the harm it does.

Our two main areas of work are:

(a) Assessment
Probation Officers carry out assessments for a range of bodies including the Courts, the Parole Board, the Department of Justice, Equality and Law Reform, the Irish Youth Justice Service and the Irish Prison Service. These assessments help in making decisions on sentencing, and in risk and offender management, in the community and in custody.

(b) Supervision and rehabilitation of offenders
Probation Officers supervise offenders in the community on Probation, Community Service and a range of supervised sanctions under the Children Act, 2001 (as amended). We also supervise ex-prisoners in the community on Post-Release Supervision Orders (under the Sex Offender Act, 2001), Part-Suspended Sentences and Supervised Temporary Release (including life sentence prisoners). Probation Officers assigned to work in prisons and places of detention engage with offenders in custody, to reduce their risk of re-offending and prepare them for release and reintegration into society.
Operational Re-organisation

Our goal is to provide the best offender assessment and supervision that we can, to the Courts and Prisons, and to prioritise what we do on the basis of how we can most improve public safety and reduce re-offending. To achieve this goal, it was imperative to transform the Service, but in order to achieve this we had to identify what would change and how this process would occur.

One of the strategic objectives for the Department of Justice, Equality and Law Reform in its 2005-2007 Strategy Statement was to further advance the structural and service reforms of An Garda Síochána, the Courts, Prisons and the Probation Service to allow those agencies to implement their mandates in the most effective and efficient way possible. It is in this context that the Probation Service, in consultation with the Department, embarked on a major change process as outlined in our 2006-2007 Strategy Statement ‘Supporting and Delivering Change’. As part of the change process, the Service commissioned an audit of its services nationally, to gather information to assist and inform the Service’s restructuring and redeployment of resources. The ‘As Is’ audit report was produced in January, 2007 and made a number of recommendations concerning improvements in service delivery. Among these recommendations were: the reorganisation of Service regions, the alignment of teams on a county basis, and the delivery of more efficient services to the Courts and Prisons.
The following is an outline of the main elements of the Service restructuring that has already been implemented. These changes are designed to enhance effective service delivery to all stakeholders and to facilitate greater equity and efficiency in the distribution of resources at both regional and team level.

Existing regions have been realigned – 7 New Operational Regions are established as follows;

1. Dublin North / North East
2. Dublin South / Wicklow
3. South West
4. Midlands/South East
5. West, North West & Westmeath
6. Prisoners, Risk and Resettlement Region (National)
7. Young Persons Probation (National)

Five are distributed on a geographical basis and are involved with adult offenders before the Courts and in communities. Two cover specific categories on a national basis, i.e. young offenders under the Children Act 2001 (as amended), and offenders in custody or on post release supervision.

Each region is managed by a Regional Manager reporting to the Director of Operations. Individual teams now cover geographical areas within county boundaries in most instances. New teams are established in Counties Kildare (Athy), Wicklow (Bray) and Cavan/ Monaghan/Leitrim (Cavan).
Consolidation

Under the restructuring, existing initiatives such as work with the Dublin Drug Treatment Court and Homeless Offenders teams were strengthened. Enhanced Court liaison structures were established, including dedicated Service personnel for this purpose. The changes outlined will enable us to provide greater clarity, as well as efficiency, in our service provision to the Courts, Prisons and others. What we do will also be more firmly linked to our legislative and policy mandate and our strategic objectives as an agency of the Department of Justice, Equality and Law Reform. Two senior managers have been assigned to the promotion of effective probation practice, through project and programme development and operational support.

Operational Changes to Improve Service Delivery

Dedicated offender Assessment Teams have been established in Dublin, Cork and Limerick. Their function is to prepare Pre-Sanction Reports (PSR) and Community Service Reports (CSR) for the Central, Circuit and District Courts on all new adult referrals. This will improve the quality of service to the Courts. There are two assessment teams in Dublin (based in Smithfield), covering the North and South sides of the city and one assessment team in Cork taking referrals from all of Cork city and county. Another assessment team in Limerick takes referrals from the greater Limerick city area.

Offender Supervision resulting from the assessment teams’ cases will transfer to Community Supervision teams. Prioritisation of supervision will be on the basis of risk as identified by Probation Officers through application of appropriate risk assessment
instruments and any other measure deemed necessary. High risk offenders will receive supervision priority, while lower risk cases will receive commensurate levels of contact.

A Courts Liaison Team has been established, based in Smithfield, to facilitate enhanced communication between the two services. As part of the multi-disciplinary response currently in place, a dedicated service will continue to be provided to the Dublin Drug Treatment Court.

All referrals in relation to homeless offenders in Dublin and referrals on those remanded in custody to Cloverhill Prison are prepared by a dedicated team, incorporating the Homeless Offenders Team based in Smithfield. The establishment of this team is guided by the Government National Strategy on homelessness.

A National Prisons Region (covering probation work in Prisons) is now established to facilitate greater equity in services to prisoners nationally with one Regional Manager heading this region.

An Assistant Director, heading a small project team within the Operations Directorate, has been assigned responsibility for strategic management and development of Community Service and funded projects and programmes for offenders.

In response to the Government’s initiative on Youth Justice and Child Protection (April 2007), a specialist team, based in Dublin, addressing the supervision and management of sex offenders and other high risk offenders was established. This team will provide both a Service resource and a dedicated contact point within the Service. It will also
have a developmental role in relation to the introduction of more formalised risk assessment and risk management for these offender groups. In particular, an all-island approach to sex offender risk assessment is being developed in collaboration with the Probation Board for Northern Ireland (PBNi), as well as An Garda Síochána.

As part of the Government’s commitments as articulated by the Office of the Minister for Children and the Irish Youth Justice Service, the Young Persons Probation (YPP) is established as a specialised division within the Probation Service. Staff in this division work with children and young people aged 12 to 18 who come before the Courts or who are in Children Detention Schools. The YPP teams are implementing the relevant sections of the Children Act 2001 (as amended) as directed by the Courts, particularly in the areas of family conferencing, parenting orders and the various supervised community sanctions.

In Dublin and Cork, specialised Court Liaison teams are up and running, providing a service to the Juvenile Courts. There are new dedicated YPP community teams based in Dublin, Cork, Waterford, Limerick, Sligo and Drogheda.
On March 1st the Minister for Children, Brian Lenihan T.D., commenced all sections of the Children Act, 2001 (as amended) into law. This gave effect to the Probation led community sanctions and other orders under the Act. Young Persons Probation, as part of its communication strategy, published 'Community Sanctions and other orders – a Quick Guide'. This document, in an accessible way, set out for members of the Judiciary, the Irish Youth Justice Service, the legal profession, An Garda Síochána and other stakeholders, what the sanctions might “look like” in reality and when and how they might be used. In July, the District Court Rules Committee approved the relevant District Court Rules Forms in respect of the Children Act, 2001 (as amended).

Developing on our delivery of Family Conferences directed by the Children Court, YPP published a series of guide/information booklets on the process for victims of crime, the young offender and his/her family, and for the general public. These guides set out the conditions under which a Family Conference might be convened; who might be involved and what actually happens; the benefits for all involved and the potential outcomes of the process.

Following commitments outlined in its Strategy Statement 2006 – 2007, Young Persons Probation appointed a Research Assistant to assist in the evaluation of its programmes of work. Among those areas initially examined will be Family Conferencing, followed by the use and efficacy of the Mentor (Family Support) Order. Completed evaluations are anticipated from early 2008.
The Probation Service has contributed to the National Implementation Group on Children Services Committees, arising from the National Children’s Strategy overseen by the Office of the Minister for Children. Four pilot projects are established in Dublin South, Dublin City, Limerick and Donegal. Young Persons Probation is represented on all pilots through its local managers. The purpose of these committees is to establish more effective ways for all interested parties to work together for the betterment of children and their families.

The Joint North/South Youth Justice Forum was established as an element of the continuing peace process and had its inaugural meeting in Belfast. This forum on which YPP is represented, allows for the sharing of ideas and practices, between both Youth Justice and Probation Services across the island.

Young Persons Probation is committed to working in partnership with parents to challenge the offending behaviour of young offenders. We have sourced international best practice models of working with parents and their children. Training in ‘Strengthening Families,’ a strengths based approach was undertaken in 2007 and allowed the piloting of a programme in our Cork Office. The programme allows for an inter-agency approach and YPP is committed to developing this through joint training and delivery of programmes nationwide. Results from the pilot indicate continued success in enhancing those protective factors that are associated with young people choosing not to engage in crime and drug use.
Community Service

Community Service is a valuable source of recompense provided directly by offenders to communities, and indirectly to victims, for harm committed. It is widely recognised as a practical and visible embodiment of Restorative Justice principles and offender reparation, in particular, to the community and, indirectly, to victims of crime.

As well as the many Probation Officers who work directly with offenders on Community Service, the Service employs Community Service Supervisors who oversee the work of offenders placed on Community Service Orders across the country.

Community Service in Action

An example of the benefits of Community Service to the community can be seen in Limerick where the Society of St Vincent de Paul provides sheltered accommodation for the elderly in a community of 13 bungalows. Many of the residents were isolated and vulnerable in their own communities with varying levels of family support.

For almost 20 years now the Probation Service, through Community Service, has provided support and assistance to the Society of St Vincent de Paul in maintaining this.

While the work initially focused on maintenance and repairs, supportive relationships have been forged between the elderly residents, the Community Service Supervisors and the offenders working on the project. The positive impact on the day to day lives of the residents has been immense.
Over time, and as the project has developed, the work has expanded. It now comprises skilled work including rewiring, refitting fireplaces, re-hanging doors and replacing kitchens and bathrooms. This has meant that the bungalows are completely refurbished each time before they are allocated to new residents. It also means that offenders have the opportunity to learn new skills.

As well as the more tangible aspects of the work, the participants of the project have developed an increasing rapport and concern for the residents. At one stage there was a serious problem with joy riding in the area and on one occasion a car crashed into one of the bungalows. A decision was made to build a wall around the green area to protect the bungalows. The offenders built the wall during the day but it was knocked down during the night. As a result the offenders decided to stand guard over the wall every night during its construction.

This Community Service project, to date, has provided a better living environment and increased support for the elderly residents in Garryowen. Working in partnership with St Vincent de Paul, the resources and commitment of offenders on Community Service Orders are harnessed to contribute positively to the local
community while also providing an opportunity for offenders to interact with elderly people in a positive and constructive way. The work programme in Garryowen is just one example of the valuable work undertaken by offenders repaying their debt to society through Community Service.

Review of Community Service
Community Service has been available to the Courts as a direct alternative to custody since 1985 and has made a great contribution during that time to communities where projects are established, to the criminal justice system as an important and visible vehicle of reparation, as well as to the reduction of re-offending and the rehabilitation of offenders.

The Probation Service plans to revitalise Community Service through a review of its operation and implementation, resulting in an updated model and structure of operation.

During 2007, the Department of Justice, Equality and Law Reform commissioned PETRUS Consulting to complete an independent review of the Community Service Scheme. The review will be completed in late 2008.

On the basis of this independent national review, the Probation Service will implement the findings in conjunction with the Department of Justice, Equality and Law Reform. The aim is to increase opportunities for reparation for harm done to communities as well as promoting Community Service as a credible alternative to custody for the Courts.
The Probation Service and community-based projects and initiatives

The Probation Service has, as its primary objective, a desire to bring about a positive change in the behaviour of offenders, a reduction in re-offending and a reintegration of ex-offenders into the community.

In working towards these objectives the Probation Service has established partnerships with community-based projects and initiatives that support and add value to the actions of the Probation Service.

The key priority in the allocation of Probation Service funding to community based organisations is to support and enhance the objectives and work of the Probation Service. This is achieved by providing services and supporting initiatives in communities that target the following strategic priorities:

- Increasing Public Safety (including reducing re-offending)
- Social Inclusion (including integrating offenders successfully into the community).
- Developing restorative justice in the criminal justice process and valuing victims

In 2007 in the region of 36% of the gross expenditure by the Probation Service was used to provide capital and operating funding to a range of projects that support the work of the Service in the management of offenders.

The Probation Service welcomes the involvement of other agencies in the delivery of services to offenders, and will continue to provide
advice and support to enable and promote the effective planning and delivery of services for offenders.

Accountability, Evaluation and Monitoring

The Probation Service is committed to reviewing and reforming our funding and service delivery agreements with our partner agencies and projects, to ensure they are in keeping with Service commitments and best practice.

International experience shows the importance of developing a consistency when approaching assessment and evaluation. It includes development of processes, standards and structures with partner agencies and projects to ensure good practice and value for money.

Best practice includes a focus on accountability, monitoring and evaluation of the outcomes associated with interventions.

During 2007 the Probation Service introduced a new Business Plan template, Funding Agreement and revised process for the evaluation and management of applications for capital and/or current funding assistance.

The Service also developed guidance and explanatory notes and conducted a series of information and briefing meetings for projects and community based organisations along with local and regional Probation Service management around the country.

The Business Plan templates for applications to the Probation Service inform decision making on funding as well as the development of project specific targets and performance indicators, for funded projects.
Probation Officers work with offenders across the country, as well as in prisons and detention centres, to make communities safer and to help offenders to lead more productive lives, free from crime and the harm it does.
The Funding Agreement sets out the conditions and requirements attached to the provision of funding by the Department of Justice, Equality and Law Reform through the Probation Service to a community based organisation for the provision of services.

Expenditure Review Initiative

A value for money and policy review of the programmes and projects supported by the Probation Service was carried out during 2007 by the Department of Justice, Equality and Law Reform with the assistance of Petrus Consulting Limited.

This Expenditure Review Initiative process included reviewing internal documentation and a series of six preliminary reports prepared on a sample representing small, medium and larger sized (in terms of funding) projects.

The final report of this review is anticipated during 2008 and will establish key priorities and action for the Probation Service with regard to partnerships and community projects.

The Probation Service values the support and partnership of communities and community-based organisations in working with and managing offenders.
Prisoners, Risk and Resettlement: Work in Custody and Detention

Work with prisoners
In 2007, Probation Officers worked with prisoners both individually and in group programmes, in all custodial institutions, assisting them in meeting their needs in coping with the impact of imprisonment, addressing personal and family difficulties and initiating contact with community, voluntary and statutory services, as well as addiction and resettlement services. The overall aim of this work is to reduce the risk of re-offending on release.

Sex Offenders
In the context of our new operational management structure, in 2007 we initiated the development of a co-operative, inter-agency, all-island approach (with An Garda Síochána and the Probation Board for Northern Ireland) to the assessment and management of sex offenders in Ireland. A specialist team, responsible for implementing a Service-wide approach to the assessment, supervision and management of sex offenders was established in 2007. We also continued our participation in delivery of the multi-disciplinary sex offender treatment programme in Arbour Hill Prison. In collaboration with the Department of Applied Psychology at University College Cork, we produced a practice guide for Probation Officers supervising sex offenders. This was followed up with staff training in use of the guide.
The Parole Board
To assist with the management of long term prisoners and the reduction of the risk to society posed by such prisoners, the Service continues to support the work of the Parole Board. The Service provided assessment reports in 80 cases in 2007.

Repatriation Reports
Sixteen Repatriation Reports were completed during the year. These reports are compiled under the Transfer of Sentenced Persons Acts, 1995 and 1997, for prisoners who apply 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 normally under the supervision of the Probation Service. There were 62 in this category in 2007.
Section 3
Research, Training and Development

South Mall, Cork.
Location of the first Probation and Welfare Service office outside Dublin.
39 Anne's Lane (off South Anne Street) Dublin 2

Location of the Welfare Service of the Department of justice from the early 1970's to the mid 1990s.
Research, Training and Development

Service staff in this Directorate aim to:

- Design, deliver and co-ordinate learning programmes to enhance the continuing professional development of all staff.
- Identify, collate and where appropriate commission research which informs evidence based effective interventions, and
- Champion and inform the development of policy initiatives (e.g. restorative justice).

Training and Development

**Introduction:**

The Training and Development Unit is a national service with a management team, four dedicated training staff and administrative support, operating from hubs in Dublin, Cork and Galway.

Activities undertaken during 2007:

- Reflected the Units commitment to promoting a culture of continuous learning.
- Rose to the challenge of supporting and upskilling staff to achieve strategic objectives.

**Learning for Leadership:**

58 Managers completed the Leadership Development Programme

The Leadership Development Programme for Probation Managers, which had commenced in Autumn 2006, continued during 2007.
Following the completion of the first 2 modules and individual coaching sessions, the programme providers Penna completed a mid programme evaluation in January/February 2007. This provided useful feedback to the Steering Committee on the positive impact of the training in relation to areas such as Leadership styles, Delegation, Motivation and Dealing with Difficult Situations. It also informed some changes in relation to the content and framework of additional modules.

Training during 2007 consisted of 2 group based modules and a further individual coaching session designed to assist participants in transferring learning to the workplace. The final evaluation report on the programme will be available to the Steering Committee early in 2008.

Building on the credits from the in-service training, 15 Managers have registered to complete a “Diploma in Management” from the Institute of Leadership and Management during 2008.

**Induction for Managers:**
The Service recognises the centrality of “Induction” to the provision of targeted and effective management training to staff.

In November 2006, 29 recently appointed Managers, from both administrative and probation grades, commenced their induction (“Leading and Learning”). The programme will be delivered in half day modules over a 12 month period.

Initial segments of the programme focused on the core competencies required within the various roles with particular emphasis on supervisory, financial and Human Resource Management. The training
inputs from Service colleagues and the staff of the Department of Justice, Equality and Law Reform were very effective.

These introductory sessions provided a forum within which participants, in conjunction with staff training, identified their learning needs. This will greatly facilitate and enhance the planning for the year ahead.

**Addictions:**
For a third year, the Training and Development Unit has provided an in-house addiction studies certificate course. It is customised to equip staff with the required competencies to address this complex area within a criminal justice context. The training is both didactic and experiential in delivery, promotes peer learning and requires participants to complete individual and group based assignments.

This year long course is accredited by the National University of Ireland, Maynooth. During the academic year 2006/2007, 10 staff completed the programme in-house and 2 others completed it locally in an outreach interagency programme.

**University Training:**
22 training events were delivered to students of N.U.I., (Cork, Dublin, Galway) and Trinity College, Dublin. Sessions generally took a half day and were delivered within the Social Science faculties at both under and post graduate level. A wide range of material was covered including the application of criminological theory to social work practice, risk assessment, best practice interventions with offenders and the development and current structure of the Probation Service.

To mark the centenary of Probation the Training and Development Unit was invited to present a lecture as part of the “Contemporary Perspectives in Social Work Series” at Trinity College Dublin.
Training Programmes:
Responding to needs identified by Senior Management and the Performance Management and Development Process, 98 training courses were delivered in 2007. These varied in duration from half day events to a year long accredited course and were provided throughout the regions.

All events were designed with clear learning outcomes for the target groups. A range of training methodologies, some didactic with others drawing from an active peer learning approach, were used. The expertise of the training team was greatly supported and enhanced by the combined practice wisdom/skills of colleagues and the focussed inputs of contracted external trainers.

The programmes targeted core areas of practice for Probation, Administrative and Community Service staff. They included:
Implications of mental health issues for probation practice;
application of desistance theory in reducing reoffending; refresher LSI-R risk assessment training; dealing with challenging behaviour;
report writing and refresher training in first aid, safe pass and manual handling.

Planning for an extended number of two week induction programmes to cater for the needs of 70 new Probation officers began in the summer. Two of those programmes were delivered at the end of the year and will continue into 2008. Following extensive work undertaken with University College Cork, the unit was pleased to begin its programme of training for practitioners in the use of the Staff Guide on Working with Sex Offenders.
Professional Post-Graduate Training:
Commencing late 2006, the Service began discussions with two Universities concerning the provision, organisation and funding of a part-time Masters Degree in Social Science which would qualify those awarded it for the National Qualification in Social Work. This latter is the recognised professional qualification, and with the passage into law of the Health and Social Care Professionals Act 2007, it will become the sine qua non for registration as a professional social worker.

Having dealt with a range of practical issues, agreement was reached between the Service and University College Dublin in December 2007. The course will last for four years part-time (as against two years on the full-time course), and there will be two intakes of 20 students each in 2008 and 2010, with a further intake very likely in 2012. The course is equivalent in content and method to the full-time version, so accreditation is confidently expected to be granted by the National Social Work Qualifications Board.

The Service is committing substantial funds to this initiative, as it represents an excellent opportunity for large numbers of staff who do not have the NQSW to acquire it within the next decade, but without having to be absent from participation in Service activities for two years to complete the full-time course.

External Training:
The Unit facilitated and coordinated staff attendance at a variety of workshops and conferences to help to contribute to the achievement of organisational goals and to promote career development. In addition the Service approved a number of applications for civil
service post entry education relating to the disciplines of psychology, sociology and criminology. Eleven administrative staff availed of the opportunity to commence the Diploma in Justice studies course which is coordinated through the Department of Justice Equality and Law Reform.

Training and Development Unit staff delivered some information sessions to other criminal justice stakeholders, including student barristers and newly recruited Prison officers.

**Restorative Justice**

The Oireachtas Joint Committee on Justice, Equality, Defence and Womens Rights concluded a review in 2006 of the potential benefits of restorative justice in Ireland. Its report issued in January 2007, made 10 recommendations, among them that a cross-sectoral working group should be created to develop a national strategy for restorative justice based on international best practice, and that this working group should consider the expansion of existing criminal justice programmes to include restorative justice elements for adult offenders.

On 11th March, the then Tanaiste and Minister for Justice, Equality and Law Reform announced the establishment of the National Commission on Restorative Justice. Its terms of reference require it to consider the application of the concept of restorative justice with regard to persons brought before the court on criminal charges and to make recommendations as to its potential wider application in this jurisdiction. Inter alia, the Commission is tasked to:

- Review existing models of restorative justice,
• Review contemporary developments in restorative justice in other jurisdictions,
• Review the research based evidence and evaluation as to the effect of different restorative justice models,
• Consider whether restorative justice models should be further developed in Ireland at a national level.

A Deputy Director in the Service is one of the members of the Commission. It came into operation on a full-time basis on 1st August 2007 and will be submitting an interim report by Easter 2008.

Meanwhile the Service is reviewing its focus on victims in day to day practice and an internal cross-grade working group is articulating best practice and procedures with respect to victim impact reports that are prepared by Probation Officers.

**Performance Management Development System (PMDS):**
Further to the report of the internal review group which had been established to examine the working of PMDS in the Service, a number of steps were taken during 2007 to further enhance and embed the PMDS process throughout the organisation.

• PMDS Implementation Group produced guidelines for all managers completing annual assessments on staff.
• To support the implementation of these guidelines, all managers were offered a half day training course provided by the Corporate Learning Unit in the Department of Justice, Equality and Law Reform.
• In conjunction with the I.T. Section, all components of the PMDS documentation were made available on line.
• A days training on Performance Management was included in the induction schedule for newly appointed managers in the Service.
• At the end of the year the Implementation Group shifted its focus to review the existing competency framework. It will explore how this framework can be further developed to link more directly with the skills and knowledge required for effective working in the Probation Service.
Section 4
Corporate Services and Human Resources

3 South Frederick Street, Dublin 2
Location of the Probation and Welfare Service from the late 1970s to the early 1980s.
We aim to deliver a high quality, professional service, recognising the importance of accountability, efficiency, effectiveness and value for money. We value our staff and the contribution they make to the Criminal Justice System and are committed to promoting equality, openness and inclusiveness at all levels and in all areas of our work.
The purpose of our work in this directorate is to enhance the core delivery of service by Probation Officers. During 2007 the Corporate Services/Human Resources Directorate continued to strengthen; building on the structure developed over the last few years.

We aim to deliver a high quality, professional service, recognising the importance of accountability, efficiency, effectiveness and value for money. We value our staff and the contribution they make to the Criminal Justice System and are committed to promoting equality, openness and inclusiveness at all levels and in all areas of our work.

The progress we achieved in 2007 was driven out in the following areas:

Information

Information Technology
In 2007 we focused on consolidating and enhancing our IT applications, network and infrastructure. We continued to revise our system for capturing information throughout the year and we supported the restructuring of the Service arising from the 'As Is' Audit and the additional staff recruited. Training of staff was undertaken throughout the year in Dublin and other regional offices.

Freedom of Information
The Service appointed a Freedom of Information Officer to head a central FOI Unit supported by a clerical officer. New procedures have been established with all FOI requests received and monitored centrally. Unit staff received training and have held a number of
Putting Health & Safety at the centre of our work within Probation

Centenary of the Probation Order

National Review

Restructuring

NATIONAL REVIEW
Restructuring

In his statement, the Minister referred to the transformation of the Probation Service in the last 18 months and some significant developments, including a restructured management structure led by Ms. Michael Downey as Director, a new strategy statement, and a dedicated Young Persons Probation Division to drive implementation of the Children Act. The Minister said, “The Government and I have recognised the tremendous challenges that have been made to modernise the Probation Service.” We will ensure that the Probation Service delivers services to those most in need.

Policy and Practice

A national working group chairing the Audit, Policy Practice and Procedures Reform Group (APP) has been established to oversee the development of service delivery, policy, best practice, and the Audit. The group is chaired by the Chief Executive, Garfield Kinnell. With the establishment of the APP, Probation Officers will be able to deliver integrated and targeted interventions in line with the needs of the client and the service delivery model.

www.probation.ie
information sessions nationally. The role of the unit staff includes providing support to the Senior Probation officers who are the nominated Decision Makers in the Service.

The Probation Press
The Probation Press was introduced in 2007 as part of the Service information and communications strategy. Three newsletters were issued during the year. Articles included updates on the restructuring of the Service, the increase in resources, the launch of Young Persons Probation as well as individual features on community service.

Administration

Administrative Review
As part of the Service commitment to a critical review of management and staffing resources a review of the administrative structure was commissioned in March 2007. The administrative review was informed and underpinned by the ‘As Is’ Audit of the Service. As well as examining the current practice the review outlined the steps necessary to achieve progress.

The review found the Service extremely fortunate in having among its ranks hugely experienced and reliable administrative staff who have provided a very high level of service.

During 2007 the Service received sanction for six Executive Officer positions to be filled from an internal competition. This competition was only open to Clerical Officers already in the Service. The filling of these posts has allowed the Service to begin its progress towards a fully functional administrative structure.
Health and Safety


In 2007 the Health and Safety Project Team:

- Conducted a comprehensive tour of the Service’s offices nationwide, promoting the concept of personal responsibility and outlining the team’s objectives.
- Delivered Induction training to the majority of Service personnel.
- Co-ordinated the preliminary establishment of Safety Committees.
- Provided Safety Committee training.
- Devised a range of audit material.

As a result in the Service as a whole staff have an increased awareness of their responsibilities under this Act. The Service engaged a Health Screening Programme for staff. It was offered as part of the Service commitment to promote a positive attitude to the health and well-being of all staff.
Partnership

During 2007 the Probation Service Partnership Committee identified issues that would assist in service delivery and the maintenance of a positive working environment. Two subgroups were established as part of this process:

1. Environmentally friendly Probation Service. This subgroup was set up to address how the Probation Service impacts on its environment and to identify both existing ‘good practice’ that might be replicated nationally and new practices that might be introduced to the Service.

2. Multi-cultural Probation Service. This group has been tasked to consider the issue of multi-culturalism as it impacts upon the Service with particular reference to offenders and staff and to make recommendations for consideration.

Our third progress report under our Towards 2016 Action plan was agreed by the Partnership.

Human Resources

The Minister for Children, Mr. Brian Lenihan, T.D., announced 70 new posts for the Probation Service at a press conference on the 19th April 2007. This new allocation of posts constituted a 20% increase in resources to almost 500 staff and indicated an increased confidence in the Service, its leadership, and the change process underway in the Service.
### Staffing

<table>
<thead>
<tr>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
</tr>
<tr>
<td>Deputy Director</td>
</tr>
<tr>
<td>Assistant Director</td>
</tr>
<tr>
<td>Regional Manager/APPO</td>
</tr>
<tr>
<td>Senior Probation Officer</td>
</tr>
<tr>
<td>Probation Officer</td>
</tr>
<tr>
<td>Probation Service Assistant</td>
</tr>
<tr>
<td>Accountant</td>
</tr>
<tr>
<td>Assistant Principal</td>
</tr>
<tr>
<td>Higher Executive Officer</td>
</tr>
<tr>
<td>Executive Officer</td>
</tr>
<tr>
<td>Staff Officer</td>
</tr>
<tr>
<td>Clerical Officer</td>
</tr>
<tr>
<td>Service Officer</td>
</tr>
<tr>
<td>Community Service Supervisor</td>
</tr>
</tbody>
</table>

### Competitions

The Service in conjunction with the Human Resources Division of the Department of Justice, Equality and Law Reform held 5 competitions during 2007. These were:

1. Senior Probation Officer
2. Assistant Principal Probation Officer
3. Locum Probation Officer
4. Accountant
5. Confined competition for Executive Officers

The restructuring of the Service in 2007 required a key input from HR to co-ordinate and manage reassignments of staff. This ultimately facilitated all our staff working to attain high professional standards.
Dignity at Work

The Dignity at Work Charter was officially launched by the Director of the Service in the first week in March. Meetings were held in Dublin, Carrick on Shannon, Tullamore, Kilkenny and Cork. The charter is the final report resulting from the consultation process undertaken in the Service. This consultation process followed a commitment by the organisation to take steps in relation to the promotion of a work environment characterised by mutual respect.

The Service introduced 14 Designated Contact Persons to provide an informal early intervention option to all employees who believe that they have been subjected to unacceptable behaviour. All designated contact persons have completed certified training.

Finance

In 2007 the Service was in receipt of almost €60 million. During the year we recruited a Professional Accountant Grade 1 to head up our Finance Unit. In close co-operation with Accountants in the Department of Justice, Equality and Law Reform and Financial Shared Services and in conjunction with administrative staff nationally our Finance unit focussed on:

- Contributing to the provision of efficient and effective financial management
- Development of systems and procedures
- Monitoring and reporting of expenditure
- Establishment of Internal Controls
2007 was a very busy year for the Estate Management team which involved the planning of a number of new offices and the completion of others.

The ‘As Is’ Audit (2007) identified the need to develop new services in Counties Kildare and Cavan.

Temporary office space was sourced to allow Probation staff to establish a footprint in these locations while more permanent office space is being secured.

Staff moved into our new Co. Wicklow office in Bray in November of 2007.

Construction and fit-out is well advanced for our new offices in Athlone, Ballymun and Haymarket Smithfield.

Plans have been finalised for new premises in Sligo and Blanchardstown.

The Probation Service Estate Management team have worked hand in hand with the OPW Property Management section and their support and investment in the delivery of frontline Probation services is much appreciated.
The Probation Service with the support of the Department of Justice, Equality and Law Reform commissioned Michael Kennedy, a leading ceramic artist, to produce a gift to mark the centenary of Probation.

The Probation Service has always believed in people’s ability to change. From its inception the Service has worked on the basis that offenders have the best chance of making positive change with professional help.

While this relationship has always been at the heart of Probation work it has also always been founded on the need to hold offenders accountable and to reduce re-offending.

Michael Kennedy’s commission represents a Probation Service that is positive, inclusive and transforming.

This hand-crafted and unique piece was presented to all Probation Service staff during 2007.
## FINANCIAL STATEMENT INCOME & EXPENDITURE 2007

<table>
<thead>
<tr>
<th>VOTE 19</th>
<th>JANUARY- DECEMBER 2007</th>
<th>BUDGET PROVISION</th>
<th>OUTTURN</th>
<th>SAVINGS</th>
<th>EXCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Salaries, Wages and Allowances</td>
<td>21,772</td>
<td>21,179</td>
<td>593</td>
<td></td>
</tr>
<tr>
<td>H2</td>
<td>Operational (Travel, Postal &amp; Telecom, Office Premises, Office Machinery)</td>
<td>6,678</td>
<td>6,910</td>
<td>232</td>
<td></td>
</tr>
<tr>
<td>H3</td>
<td>Services to Offenders</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assistance to Voluntary Bodies (Current)</td>
<td>14,731</td>
<td>12,700</td>
<td>2,016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Probation Centres (Capital)</td>
<td>6,865</td>
<td>1,659</td>
<td>5,221</td>
<td></td>
</tr>
<tr>
<td>H4</td>
<td>Juvenile Offending Initiatives</td>
<td>6,982</td>
<td>2,252</td>
<td>4,730</td>
<td></td>
</tr>
<tr>
<td>H5</td>
<td>Community Service Order Scheme</td>
<td>2,295</td>
<td>2,616</td>
<td>321</td>
<td></td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td><strong>59,323</strong></td>
<td><strong>47,316</strong></td>
<td><strong>12,560</strong></td>
<td><strong>553</strong></td>
</tr>
</tbody>
</table>

Note:

Probation Centres (Deferred Capital) | 1,272 | 1,044 | 228 |
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 2007:

(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

<table>
<thead>
<tr>
<th>Invoice Amount</th>
<th>No. of Invoices</th>
<th>Amount of Interest Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under €317</td>
<td>17</td>
<td>€128.29</td>
</tr>
<tr>
<td>Over €317</td>
<td>113</td>
<td>€11,615.44</td>
</tr>
<tr>
<td>Total</td>
<td>130</td>
<td>€11,743.73</td>
</tr>
</tbody>
</table>

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

The overall percentage of late payments to total payments was 5.5%.

The total amount of interest paid with respect to late payments was €11,743.73.
## Offender Assessment Reports Requested

<table>
<thead>
<tr>
<th>Report Type</th>
<th>Requests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Sanction Reports</td>
<td>6445</td>
</tr>
<tr>
<td>Community Service Reports</td>
<td>1598</td>
</tr>
<tr>
<td>Pre-Sanction Reports to consider Community Service</td>
<td>406</td>
</tr>
<tr>
<td>Repatriation Reports provided to the Department of Justice, Equality &amp; Law Reform</td>
<td>16</td>
</tr>
<tr>
<td>Parole Board - Assessment &amp; Home Circumstances Reports - total number of reports completed</td>
<td>80</td>
</tr>
</tbody>
</table>

## Other Reports

<table>
<thead>
<tr>
<th>Report Type</th>
<th>Requests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victim Impact Reports - Total number of reports completed</td>
<td>34</td>
</tr>
</tbody>
</table>

## Supervision

<table>
<thead>
<tr>
<th>Supervision Type</th>
<th>Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probation Orders</td>
<td>2756</td>
</tr>
<tr>
<td>Orders for Supervision During Deferment of Penalty</td>
<td>3402</td>
</tr>
<tr>
<td>Community Service Orders</td>
<td>1519</td>
</tr>
<tr>
<td>Number of Life Sentence Prisoners supervised in the community</td>
<td>62</td>
</tr>
<tr>
<td>Number of Sex Offenders supervised in the community, including on Post Release Supervision Orders.</td>
<td>158</td>
</tr>
</tbody>
</table>
Appendix 2 – Statistics Note

The Service has now its own custom designed I.T. system incorporating an online database of referrals and orders received. This case tracking system (CTS) became fully operational in 2007, so this is the first full year that figures have been based on the data in this system. Therefore these figures are not directly comparable to figures derived from different systems in previous years. However, 2007 will be the first year in a time series yielding precise year by year comparisons in future reports.

This year witnessed a sharp increase from 2006 in the number of Probation orders made by courts and concomitantly a decrease in the volume of orders for supervision during deferment of penalty. Community Service orders also show a notable increase.

Requests for pre-sanction reports reduced in overall volume from 2006 to 2007. However, Judges sometimes ask that the report to be furnished to the Court would include consideration of community service as an option. Formerly such reports were included among the generality of pre-sanction reports. For 2007 they constitute a sub category in their own right.
Appendix 2 – Statistics continued

Offender Assessment Reports 2007

- Pre-Sanction Reports
- Community Service Reports
- Pre-Sanction Reports to consider Community Service
- Repatriation Reports provided to the Department of Justice, Equality & Law Reform
- Parole Board - Assessment and HomeCircumstance Reports - total number of reports completed

Supervision 2007

- Probation Orders
- Orders for Supervision during deferment of penalty
- Community Service Orders
- Number of Life Sentence prisoners supervised in the community
- Number of Sex Offenders supervised in the community including on Post Release Supervision Orders

Court Orders 2007

- Probation Orders
- Orders for Supervision during deferment of penalty
- Community Service Orders

1,519
3,402
2,756
<table>
<thead>
<tr>
<th>Appendix 3 – Funded Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adventure Sports Project</td>
</tr>
<tr>
<td>2. Aftercare Recovery Group</td>
</tr>
<tr>
<td>3. Aiseiri (Cahir)</td>
</tr>
<tr>
<td>4. Aiseiri (Wexford)</td>
</tr>
<tr>
<td>5. Aislinn</td>
</tr>
<tr>
<td>6. Ana Liffey Project</td>
</tr>
<tr>
<td>7. Athy Alternative Project</td>
</tr>
<tr>
<td>8. Athy Youth Project</td>
</tr>
<tr>
<td>9. Autocrime Project</td>
</tr>
<tr>
<td>10. Bushypark (Clarecare)</td>
</tr>
<tr>
<td>11. Ballinsloe Training Workshop</td>
</tr>
<tr>
<td>12. Ballymun Youth Action Project</td>
</tr>
<tr>
<td>13. Bridge Project</td>
</tr>
<tr>
<td>16. Candle Community Trust</td>
</tr>
<tr>
<td>17. Ceim ar Ceim Moyross</td>
</tr>
<tr>
<td>18. Ceim Eile (Aiseiri)</td>
</tr>
<tr>
<td>19. Churchfield Comm Trust</td>
</tr>
<tr>
<td>20. Clonmel Yth Training Ltd</td>
</tr>
<tr>
<td>21. Coolmine Therapeutic Centre</td>
</tr>
<tr>
<td>22. Cork Alliance Centre</td>
</tr>
<tr>
<td>23. Cork Probation Hostel</td>
</tr>
<tr>
<td>PROJECT</td>
</tr>
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<td>38. INPRO Ltd</td>
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<td>39. INPRO-Prison Links Workers</td>
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<td>41. Kerry Adolescent Counselling Centre</td>
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<td>42. Kilkenny Employment for Youth</td>
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<td>46. Matt Talbot Adolescent Services</td>
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<td>47. Merchants Quay Project</td>
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<td>48. Nenagh Community Reparation</td>
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<td>P.A.C.E.</td>
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<td>St Vincents Trust</td>
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<td>Tabor Lodge</td>
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<td>Tallaght Probation Project (Deonach)</td>
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<td>The Linkage Programme</td>
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<td>Tivoli Training Centre</td>
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<td>Treble R Industries</td>
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<td>Tus Nua (De Paul Trust)</td>
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<td>W.H.A.D.</td>
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Appendix 3 – Funded Projects continued

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<th>PROJECT</th>
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<tr>
<td>71. W.R.E.N.S</td>
<td>Killinarden Enterprise Park, Killinarden, Tallaght, Dublin 24</td>
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<td>72. Waterford Probation Hostel</td>
<td>15 Bath Street, Waterford</td>
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<tr>
<td>73. Wexford Centre Project</td>
<td>57 Amiens Street, Dublin 1</td>
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<td>74. WYTEC</td>
<td>Ballinaneashagh, Cork Road, Waterford</td>
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