



THE
PROBATION
SERVICE
An tSeirbhís Phromhaidh

STRATEGY STATEMENT
2008 - 2010



Foreword

I am delighted to submit the Probation Service's new Strategy Statement 2008 – 2010 to the Minister for Justice, Equality & Law Reform, Mr. Brian Lenihan T.D.


This Strategy sets out an ambitious agenda for us over the next three years and builds on the Service's significant achievements to date.

We will work to become a leading Probation Service, using the best evidence based probation practice in meeting the needs of our stakeholders and Service users.

Over the next three years this Strategy will enable us to prioritise our interventions, reduce re-offending and effectively and efficiently manage those offenders under our supervision in the community and in custody.

The Strategy sets out eight strategic goals that will position the Service to play our full part in the Department of Justice, Equality & Law Reform's Strategy 2008 – 2010.

Our Business/Workplan will be updated year on year for the life of the Strategy to ensure focus is kept on meeting our targets and I look forward to reporting to you on progress.



Michael Donnellan, *Director*.

February 2008



THE PROBATION SERVICE

THE PROBATION SERVICE IS AN AGENCY WITHIN THE DEPARTMENT OF JUSTICE, EQUALITY AND LAW REFORM. WE PLAY AN IMPORTANT ROLE IN HELPING TO REDUCE THE LEVEL OF CRIME AND TO INCREASE PUBLIC SAFETY BY WORKING WITH OFFENDERS TO HELP CHANGE THEIR BEHAVIOUR. WE ARE THE LEAD AGENCY IN THE ASSESSMENT AND MANAGEMENT OF OFFENDERS IN OUR COMMUNITIES.

On behalf of the Department of Justice, Equality and Law Reform we work closely with offenders, families, the Courts Service, the Irish Prison Service, An Garda Síochána, the Irish Youth Justice Service, Office of the Minister for Children and many organisations in the community. We deliver services to help protect the public, improve communities and to support offenders to integrate in their communities.

Safer communities through respect, accountability, restoration and social inclusion

We provide probation supervision, community service, anti-offending behaviour programmes and specialist support services. Our services are provided to both adult and young offenders, in the community and in custody, and aim to stop them committing further offences. In our work with offenders we aim to bring about positive change in their lives, which in turn has positive gains for society.

We work across the entire country but while our services are organised nationally they are delivered locally. We have over five hundred staff members in almost fifty office locations nationwide. At any one time the Probation Service is supervising and/or assessing over eight thousand offenders in the community, including:

- Offenders subject to supervision orders from the Courts;
- Life sentence and other prisoners on temporary release and post custody supervision

We also provide services to offenders in prisons, places of detention and child detention schools.

OUR PURPOSE IS TO:

Increase community safety and prevent victimisation by motivating, challenging and supporting offenders in leading a crime free life.

OUR WORK IN THE JUSTICE SYSTEM IS TO:

- ♦ SUPERVISE AND REHABILITATE OFFENDERS IN THE COMMUNITY AND IN CUSTODY, BY
 - > ASSESSING OFFENDERS' SUITABILITY FOR COMMUNITY SANCTIONS, AND
 - > MANAGING THOSE REFERRED TO US UNDER RELEVANT LEGISLATION (INCLUDING PROBATION, COMMUNITY SERVICE, POST CUSTODY SUPERVISION AND THE PROVISIONS OF THE CHILDREN ACT 2001)

Functions undertaken by the Service include:

Preparation for courts of:

Pre-sanction reports on offenders guilty of criminal offences, including structured risk assessments, community service reports and reports under the Children Act 2001, as well as victim impact reports.

Supervision of Offenders in the Community on:

Probation and probation type orders, Community Service Orders, Orders under the Misuse of Drugs Acts and community sanctions under the Children Act 2001.

Family Conferencing (Children Act, 2001)

Offenders in custody:

Work to address offending related issues and prepare prisoners for return to society, preparation of reports for the Parole Board, Courts and the Irish Prison Service.

Post Release:

Supervision on temporary release, including long serving and life sentence prisoners; offenders on part suspended sentences; sex offenders on post release supervision orders (The Sex Offenders Act 2001); young offenders released from children detention schools.



BUILDING ON THE ACHIEVEMENTS TO DATE, OUR GOAL IS TO BECOME A LEADING PROBATION SERVICE WITHIN FIVE YEARS. THIS MEANS THAT WE WILL USE THE BEST, EVIDENCE-BASED PROBATION PRACTICE TO SERVE OUR STAKEHOLDERS AND MEET SERVICE USERS' NEEDS TO THE HIGHEST STANDARDS OF EFFICIENCY AND ACCOUNTABILITY.

WE WILL PRIORITISE OUR INTERVENTIONS BASED ON ASSESSING AND MANAGING RISK OF HARM AND OF RE-OFFENDING, REDUCING RE-OFFENDING AND EFFECTIVELY MANAGING THOSE OFFENDERS UNDER OUR SUPERVISION IN THE COMMUNITY AND IN CUSTODY

THROUGH LEADERSHIP, MANAGEMENT AND THE DEDICATED WORK OF OUR STAFF WE WILL CREATE A CULTURE OF EXCELLENCE AND INNOVATION.

OUR VISION



VALUES / PRINCIPLES

In delivering on our mission statement, we are guided by the following core values/principles:

- Crime results in hurt and damage to victims and communities and must be met by an effective sanction.
- Where appropriate, community sanctions are more fitting and effective than custody.
- By engaging effectively with communities, for example through a restorative justice model to address crime, we can enhance public safety and reduce offending patterns.
- Each person has innate value, dignity and capacity for positive change and will be treated fairly, openly and with respect.
- As with all members of society, offenders must accept personal responsibility for their behaviour.
- We recognise the importance of accountability, efficiency, effectiveness and value for money in the provision of a quality public service.
- We will act with equality, fairness and integrity to enhance public trust in our Service.

IN ADDITION TO THE CONSTITUTION AND RELEVANT LEGISLATION OUR PRACTICE IS GUIDED BY

- The United Nations Rules on Supervised Community Sanctions, (*the 'Tokyo Rules'*).
- The Council of Europe European Rules on Community Sanctions and Measures.
- The United Nations Rules on the Supervision of Young Offenders, (*the 'Beijing Rules'*).
- The Code of Ethics of the Irish Association of Social Workers and the International Federation of Social Workers *'Ethics in Social Work: Statement of Principles'*.



ENVIRONMENTAL ANALYSIS

The following priorities inform our strategies and the work we intend to undertake in the next three years. As part of the Probation Service commitment to the ongoing process of modernisation and with the support of the Department of Justice, Equality and Law Reform, the Probation Service commissioned an independent audit of its services in 2006. The audit and the subsequent action plans took into account the changing population spread and other demographic factors including new communities and multiculturalism. In response to the audit findings the Service is modernising its organisational structures and business processes. This reflects the Department of Justice, Equality and Law Reform's high level goal:

'We will further advance our structural and service reforms of the Prison, Probation and Courts Services and further advance the provision of a coherent Youth Justice Service to enable those agencies implement their mandates in the most effective and efficient way possible.'

Department of Justice, Equality and Law Reform

PROGRAMME FOR GOVERNMENT (JUNE 2007)

We will support the Department of Justice, Equality and Law Reform in the implementation of the relevant elements of the Programme for Government.

ENVIRONMENTAL ANALYSIS

TEN YEAR FRAMEWORK SOCIAL PARTNERSHIP AGREEMENT 2006-2015 (TOWARDS 2016)

We are committed to modernisation and flexibility as contained in Towards 2016. The delivery of our ongoing change process has been undertaken in a spirit of partnership

THE WORKPLACE OF THE FUTURE

Our delivery of services as signalled in this strategy will take account of the Workplace of the Future model as put forward by the National Centre for Partnership and Performance and in particular

- The demand to improve delivery of public services
- The changing needs of people
- The transition to a knowledge society

In addition to Government policy in areas such as equality and diversity this strategy statement has also been influenced by a range of factors including

- Safety, Health and Welfare at Work Act 2005
- Disability Act 2005
- Freedom of Information Acts 1997 & 2003
- Official Languages Act 2003
- Data Protection Acts 1988 & 2003
- Employment Equality Acts 1998 & 2004
- National Development Plan 2007-2013



ORGANISATIONAL STRUCTURE

OUR WORK IS UNDERTAKEN IN CONJUNCTION WITH THE DEPARTMENT OF JUSTICE, EQUALITY AND LAW REFORM, THE IRISH YOUTH JUSTICE SERVICE AND THE OFFICE OF THE MINISTER FOR CHILDREN. OUR GOAL IS TO PROVIDE THE BEST OFFENDER ASSESSMENT AND SUPERVISION THAT WE CAN, TO THE COURTS, THE IRISH PRISON SERVICE AND THE PAROLE BOARD, AND TO PRIORITISE WHAT WE DO ON THE BASIS OF HOW WE CAN BEST IMPROVE PUBLIC SAFETY AND REDUCE RE-OFFENDING.

To achieve this goal, we realised we had to change as an organisation, improving and enhancing standards, but above all we needed to clarify what to change and how to change. In 2006, we commissioned an independent audit of all our operations nationally. The audit findings led to a detailed action plan identifying and prioritising a number of changes. The changes arising from the audit, which are in line with the Department of Justice, Equality & Law Reform's and the Probation Service's strategy statements, include:

ORGANISATIONAL STRUCTURE

1. STRUCTURAL

Three separate Directorates have been established within the Service: (i) Operations, (ii) Corporate Services & Human Resources, (iii) Research, Training & Development. Each Directorate is headed by a Deputy Director. Within this structure, in addition we also have

- Young Persons Probation (National) under an Assistant Director.
- An Assistant Director responsible for Community Service and Funded Projects Strategic Management.
- Senior Manager assigned responsibility for all our services to prisoners and adult offender (funded) accommodation, as well as high risk offenders.
- Senior Managers responsible for Corporate Services, Human Resources, Training and Development.
- Five geographical regions, (each headed by a Regional Manager) for adult offenders referred by the Courts. Each comprises a number of counties grouped together by reference to population, crime levels and numbers of referrals to the Service.
- Team boundaries have been redrawn to be co-terminous with county boundaries.

2. PRACTICE & PROCEDURES

We have:

- Strengthened the management of offenders in the community through reconfigured supervision teams.
- Established dedicated offender assessment teams in Limerick, Cork and Dublin.
- Re-prioritised allocation of Service resources on the basis of assessment of risk (of re-offending and of harm).
- Rebalanced our resources in prisons.

3. CONSOLIDATION

We are committed to:

- Strengthening of existing initiatives such as work with the (Dublin) Drug Treatment Court and Homeless Offenders teams.
- Establishing enhanced Court liaison structures, including dedicated Service personnel for this purpose.
- Continuously reviewing the changes that have been made to ensure ongoing compliance and to monitor their effectiveness.

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 & Law Reform.

GOALS

- 1 CORPORATE SERVICES**
Strategic Goal: Our corporate structures will ensure efficient and effective systems that enhance the delivery of Probation Services.
- 2 OPERATIONS**
Strategic Goal: We will deliver a consistently high standard in our assessment and supervision of offenders.
- 3 YOUNG PERSONS PROBATION**
Strategic Goal: By implementing the relevant sections of the Children Act, 2001 in conjunction with the Irish Youth Justice Service and the Office of the Minister for Children, we will create community based responses to managing young people who offend
- 4 COMMUNITY SERVICE**
Strategic Goal: We will refocus & rebrand Community Service, following the value for money and policy review, to increase opportunities for reparation to communities as a credible alternative to custody

- 5 FUNDED PROJECTS
Strategic Goal: Through strategic planning and good governance we will maximise the added value of funded projects to the work of the Probation Service.
- 6 HIGH RISK OFFENDERS
Strategic Goal: In conjunction with the key agencies, particularly within the Criminal Justice System, we will ensure effective offender supervision and management through appropriate risk assessment
- 7 RESEARCH, TRAINING AND DEVELOPMENT
Strategic Goal: Through Research, Training and Development we will ensure that the Probation Service is supported to achieve its strategic goals.
- 8 INTERAGENCY WORK
Strategic Goal: We will strengthen the Probation Service connection with all stakeholders to maximise the impact of the combined approach to public safety and social inclusion.

STRATEGIC GOAL

OUR CORPORATE STRUCTURES WILL ENSURE EFFICIENT AND EFFECTIVE SYSTEMS THAT ENHANCE THE DELIVERY OF PROBATION SERVICES

STRATEGIC OBJECTIVES

Financial Management

We will further develop our systems of financial management to deliver robust and effective monitoring of expenditure and to ensure our resources are deployed to maximum benefit.

Information Communication Technology

We will update our Communications Strategy and Information Communication Technology to ensure the delivery of accurate and high quality data and information.

Human Resources

We will enhance the Human Resource capacity within the Probation Service to create a high quality service to all stakeholders.

Equality

We will provide a positive and accessible working environment which promotes dignity and equality for all.

STRATEGIC GOAL

WE WILL DELIVER A CONSISTENTLY HIGH STANDARD IN OUR ASSESSMENT AND SUPERVISION OF OFFENDERS.

STRATEGIC OBJECTIVES

Risk Management

We will put in place and implement appropriate systems for the assessment and management of risks posed by offenders.

Effective Practice

We will ensure the further development of effective practice in our work with offenders..

Customer Service

We will develop and manage our service to customers and service users, (in co-operation with all stakeholders) to ensure maximum efficiency and effectiveness

Efficiency

We will manage our service delivery to maximise performance and use of all resources.

STRATEGIC GOAL

BY IMPLEMENTING THE RELEVANT SECTIONS OF THE CHILDREN ACT, 2001 IN CONJUNCTION WITH THE IRISH YOUTH JUSTICE SERVICE AND THE OFFICE OF THE MINISTER FOR CHILDREN, WE WILL CREATE COMMUNITY BASED RESPONSES TO MANAGING YOUNG PEOPLE WHO OFFEND

STRATEGIC OBJECTIVES

Children Act 2001

By implementing community sanctions nationally we will create and deliver a range of options for the Courts under the Children Act, 2001 (as amended).

Multi Agency Working

Through multi-agency working and in co-operation with the Irish Youth Justice Service, (IYJS) we will deliver on the relevant strategic actions of the IYJS strategy.

Evidence Based Practice

Through evidence based practice and evaluation we will further develop our responsiveness to young people in trouble.

Innovation

We will develop new responses to new challenges arising from work with young offenders with particular regard to the life cycle model. (*Reference: Towards 2016*)

STRATEGIC GOAL

WE WILL REFOCUS & REBRAND COMMUNITY SERVICE, FOLLOWING THE NATIONAL REVIEW TO INCREASE OPPORTUNITIES FOR REPARATION TO COMMUNITIES AS A CREDIBLE ALTERNATIVE TO CUSTODY

STRATEGIC OBJECTIVES

Community Service Review

Through the independent Community Service review we will refocus Community Service and implement the review findings in conjunction with the Department of Justice, Equality & Law Reform.

Information Management

We will develop database / IT systems to ensure efficient and accurate data gathering mechanisms.

Reparation

We will relaunch Community Service as an effective Court sanction adding value to communities and enriching reparation by offenders.

Environmental Impact

We will prioritise the development of innovative environmental projects and initiatives in communities through Community Service.

Funded Projects

STRATEGIC GOAL

THROUGH STRATEGIC PLANNING AND GOOD GOVERNANCE WE WILL MAXIMISE THE ADDED VALUE OF FUNDED PROJECTS TO THE WORK OF THE PROBATION OFFICER.

STRATEGIC OBJECTIVES

Finance

We will develop and consolidate business planning with Community Based Organisations.

Quality Assurance (*inspection of programmes*)

We will develop and implement systems for inspection, audit and review of funded projects.

Information Management

We will establish an appropriate information and database system to monitor and review project activity.

Evidence Based/Project Development

We will identify gaps in, and support the development and implementation of new initiatives and governance models where appropriate.

STRATEGIC GOAL

IN CONJUNCTION WITH THE KEY AGENCIES, PARTICULARLY WITHIN THE CRIMINAL JUSTICE SYSTEM, WE WILL ENSURE EFFECTIVE OFFENDER SUPERVISION AND MANAGEMENT THROUGH APPROPRIATE RISK ASSESSMENT

STRATEGIC OBJECTIVES

Programme for Government

We will support the Department of Justice, Equality & Law Reform and our partner agencies in fulfilling commitments under the Programme for Government.

Department of Justice, Equality & Law Reform High Level Group

We will participate in and contribute to the Department of Justice, Equality & Law Reform high level group on the management of high risk offenders.

Risk Assessment

We will contribute to the development and implementation of an all island risk assessment instrument for sex offenders.

Best Practice

We will formulate practice focused responses and develop national protocols for the management of offenders who are at high risk of harm or re-offending.

Research Training and Development

STRATEGIC GOAL

THROUGH RESEARCH, TRAINING AND DEVELOPMENT WE WILL ENSURE THAT THE PROBATION SERVICE IS SUPPORTED TO ACHIEVE ITS STRATEGIC GOALS.

STRATEGIC OBJECTIVES

Research

We will commission research on the outcomes of probation supervision to inform the further development of effective probation practice.

Training

As part of our commitment to lifelong learning we will support and upskill Service staff to meet new challenges and ensure that strategic objectives are achieved.

Development

We will contribute to the review of legislation, in conjunction with the Department of Justice, Equality and Law Reform, to make comprehensive provision for modern probation work.

Restorative Justice

We will co-operate with and contribute to the National Commission on Restorative Justice and promote the incorporation of restorative justice practice in probation work.

STRATEGIC GOAL

WE WILL STRENGTHEN THE PROBATION SERVICE CONNECTION WITH ALL STAKEHOLDERS TO MAXIMISE THE IMPACT ON PUBLIC SAFETY AND SOCIAL INCLUSION.

STRATEGIC OBJECTIVES

Department of Justice, Equality & Law Reform

We will work in co-operation with our partner agencies to contribute to the implementation of the Department of Justice, Equality and Law Reform Strategic plan.

Other Departments and Agencies

We will co-operate with other Government Departments and agencies to deliver on our requirements in addressing crime and promoting social inclusion.

Cohesiveness

Through the close co-ordination of the three Directorates within the Probation Service we will work to maximise public safety.

All Island

We will continue to contribute to an all island and European approach to probation work.

Corporate Services - STRATEGIC GOAL

Our corporate structures will ensure efficient and effective systems that enhance the delivery of Probation Services.

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	TIMEFRAME
1	We will further develop our systems of financial management to deliver robust and effective monitoring of expenditure and to ensure our resources are deployed to maximum benefit	1. Develop and monitor systems of internal financial management towards greater efficiency and effectiveness.	Accountant	Ongoing
		2. Develop a financial risk management strategy for the Probation Service.	Accountant & Director of Corporate Services	June 08
		3. Monitor the financial management of Community Based Organisations ensuring best practice is adhered to and value for money is achieved.	Accountant / Director of Corporate Services / Assistant Director Community Service and Funded Projects	Ongoing
		4. Work in co-operation with financial sectors in the DJELR and with all divisions in the Probation Service.	Accountant	Ongoing
2	We will update our communications strategy and information communication technology to ensure the delivery of accurate and high quality data and information.	1. Co-ordinate all Service communications both externally and internally.	Information Manager	Dec 08
		2. Develop an information strategy in accordance with legislative and other relevant requirements.	Information Manager	Sept 08
		3. Improve the efficiency and resiliency of the ICT system to support the business needs of the organisation.	ICT Manager	Ongoing
		4. Drive the development of high quality data and information systems.	Manager, IT Unit	Ongoing

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	TIMEFRAME
3	We will enhance the Human Resource capacity within the Probation Service to create a high quality service to all stakeholders	1. Establish a dedicated Probation Service Human Resources Unit in accordance with the civil service wide policy of greater devolution of human resource management functions.	Human Resources Assistant Principal Probation Officer	June 08
		2. Devise and implement a manpower planning strategy aligned to the business needs of the Service.	Human Resources, Assistant Principal Probation Officer	June 08
		3. Integrate and manage the personnel needs of all Service staff in one unit in conjunction with the Human Resources division of the Department of Justice, Equality & Law Reform.	Human Resources, Assistant Principal Probation Officer	Dec 08
		4. Promote a positive and healthy work environment, which values and rewards the positive contribution of staff.	Human Resources, Assistant Principal Probation Officer	Ongoing
4	We will provide a positive and accessible working environment which promotes dignity and equality for all	1. Drive the development and implementation of a positive working environment as per relevant legislation	Corporate Services Assistant Principal Officer	Ongoing
		2. Develop Customer Service Charter and Action Plans for service delivery.	Corporate Services Assistant Principal Officer	April 08
		3. Continue to drive the Health and Safety agenda within the Service and ensure the provision of a modern Service estate.	Human Resources Assistant Principal Probation Officer	Ongoing
		4. Promote the use of a partnership approach, nationally and locally, to assist in service delivery and the maintenance of a positive working environment.	Director of Corporate Services / Higher Executive Officer Director of Corporate Services	Ongoing

Operations - STRATEGIC GOAL

We will deliver a consistently high standard in our assessment and supervision of offenders.

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	TIMEFRAME
1	We will put in place and implement appropriate systems for the assessment and management of risks posed by all offenders.	1. Ensure full implementation of current risk assessment procedures	Director of Operations and Regional Managers	June 08
		2. Identify and prioritise categories of offending and update instruments and procedures for risk assessment	Director of Operations and Regional Managers	Dec 08
		3. Put in place any new or specific revised risk assessment procedures as agreed	Director of Operations	Dec 08
2	We will ensure the further development of effective and evidence based practice in our work with offenders.	1. Review current case management practices and procedures for offenders in the community and in custody	Director of Operations	Oct 08
		2. Develop and implement a consistent offender case management system based on effective practice	Director of Operations	Dec 08
		3. Monitor and review the system to ensure effectiveness	Director of Operations	Ongoing

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	
3	We will develop and manage our service to customers and service users, (in co-operation with all stakeholders) to ensure maximum efficiency and effectiveness.	1. Continue and develop dialogue with the Courts and Court Service to make the best use of offender assessment and supervision	Director of Operations	Ongoing
		2. Continue to review and agree with the Irish Prison Service our role and practice in work with prisoners	Director of Operations	Ongoing
		3. Identify key Service data sets for feedback to customers	Directors of Operations, Corporate Services and Research, Training & Development	Sept 08
		4. Put in place customer feedback systems in relation to our work with offenders in the community and in custody	Director of Operations and Director of Corporate Services	Dec 08
4	We will manage our service delivery to maximise efficiency, performance and use of all resources.	1. Ensure consistent and efficient data gathering on work done, for effective service management	Director of Operations and Director of Corporate Services	Sept 08
		2. Develop our systems of work with offenders so that interventions are based on levels of risk of reoffending, harm and dangerousness	Director of Operations	Oct 08
		3. Ensure that offender files and document management are to the highest standard	Director of Operations and Director of Corporate Services	July 08
		4. Review and improve our systems and procedures for taking action where offenders fail to comply with supervision	Director of Operations	Dec 08

Young Persons Probation - STRATEGIC GOAL

By implementing the relevant sections of the Children Act, 2001 in conjunction with the Irish Youth Justice Service and the Office of the Minister for Children we will create community based responses to managing young people who offend

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	TIMEFRAME
1	By implementing community sanctions nationally we will create and deliver a range of options for the Courts under the Children Act, 2001 (as amended).	1. Provide organisational structure and staffing to deliver dedicated services nationally	Assistant Director YPP	Ongoing
		2. Fund and work with Community Based Organisations to provide facilities and services for the management of young offenders subject to Community Sanctions	Assistant Director YPP and Assistant Director Community Service & Funded Projects	Ongoing
		3. Provide quality interventions to young people subject to community sanctions and other orders under the Act, and their families	Assistant Director YPP	Dec 08
		4. Develop protocols with the Irish Youth Justice Service (IYJS) on the management of the community re-integration of young offenders from detention	Assistant Director YPP and Assistant Principal Probation Officer YPP	Dec 08
2	Through multi-agency working and in co-operation with the Irish Youth Justice Service, (IYJS) we will deliver on the relevant strategic actions of the IYJS strategy.	1. Align the YPP workplan with the objectives of the IYJS Strategy and the implementation of the Children Act 2001, as amended	Assistant Director YPP	Dec 08
		2. In partnership with the IYJS, provide information to the Courts and other stakeholders on community sanctions available under the Children Act 2001 as amended	Assistant Director YPP and Assistant Principal Probation Officer YPP	Ongoing
		3. Develop with an Garda Síochána, the Health Service Executive, and with the IYJS, a framework for pre Court consultations to assist Courts with recommendations on the most appropriate disposals	Assistant Director YPP	Oct 08
		4. Contribute to the Office of the Minister for Children Strategy on Children's Services Committees in the development of a multi-agency response to youth offending	Assistant Director YPP	Ongoing

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	TIMEFRAME
3	Through evidence based practice and evaluation we will further develop our responsiveness to young people in trouble.	1. In as far as is practicable utilise evidenced based programmes and approaches to interventions	Assistant Director YPP & Director, Research, Training & Development	Dec 08
		2. Promote research and evaluation of the use and effectiveness of community sanctions		Ongoing
		3. Develop the data sets and a research culture within YPP to enhance an evidential basis for service development		Sept 08
		4. Develop in partnership with the IYJS use of appropriate risk assessment instruments to target criminogenic need with young people who offend.		Dec 08
4	We will develop new responses to new challenges arising from work with young offenders with particular regard to the life cycle model.	1. Work with the IYJS in developing programmes to reduce offending behaviour	Assistant Director YPP and Assistant Principal Probation Officer YPP	Dec 08
		2. Pilot in Dublin and Limerick, bail support services for young offenders who come before the Children's Court		Dec 08
		3. In conjunction with National Juvenile Liaison Office, Health Service Executive, National Educational Welfare Board and others, establish family support programmes for young offenders and parents	Assistant Director YPP	Dec 08
		4. Develop innovative responses to the intensive supervision of young people who are at high risk of reoffending.	Assistant Director YPP	Dec 08/Ongoing

Community Service - STRATEGIC GOAL

We will refocus & rebrand Community Service, following the national review, to increase opportunities for reparation to communities as a credible alternative to custody

2008

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	TIMEFRAME
1	Through the independent Community Service review we will refocus Community Service and implement the review findings in conjunction with the Department of Justice, Equality & Law Reform	1. Facilitate the independent review examination of Community Service	Assistant Director Community Service & Funded Projects	June 08
		2. In conjunction with the Department of Justice, Equality and Law Reform and stakeholders evaluate the review report		Sept 08
		3. Devise implementation scheme based on the report with all stakeholders		Dec 08
		4. Complete first stage of Health and Safety Site Audit for Community Service and include in the revised Probation Service Health and Safety Statement		May 08
2	We will develop systems to ensure efficient and accurate data gathering mechanisms	1. Based on the outcome of the review establish a working group to devise and plan for implementation of efficient and accurate data gathering mechanisms for Community Service	Assistant Director Community Service & Funded Projects and ICT Manager	Sept 08
		2. Prepare proposal for consideration by the Service and other stakeholders		Dec 08

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	
3	We will relaunch Community Service as an effective Court sanction adding value to communities and enriching reparation by offenders.	Begin draft refocused strategic plan for Community Service implementation scheme based on the review report.	Assistant Director YPP & Director, Research, Training & Development	Dec 08
4	We will prioritise the development of innovative environmental projects and initiatives in communities through Community Service.	1. Establish a pilot Graffiti Removal Project in Dublin	Assistant Director	April 08
		2. Evaluate the pilot Graffiti Removal Project and make decisions on options for replication in other areas	Community Service & Funded Projects and Senior Probation Officer	Nov 08
		3. Complete scoping and evaluation of potential Public Service recycling project	Assistant Director Community Service & Funded Projects	Sept 08
		4. Investigate additional innovative environmental projects with a target of at least one new initiative in development by the end of 2008.	Assistant Director Community Service & Funded Projects	Ongoing

Funded Projects - STRATEGIC GOAL

Through strategic planning and good governance we will maximise the added value of funded projects to the work of the Probation Service

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	TIMEFRAME
1	We will develop and consolidate business planning with Community Based Organisations	1. Complete and monitor implementation of the funding agreement with projects	Assistant Director Community Service & Funded Projects	April 08
		2. Provide feedback to Community Based Organisations on compliance and achievements as outlined in the funding agreements		August 08
		3. Implement the recommendations of the Expenditure Review Initiative report, when published		Ongoing
		4. Manage the 2009 Business Plan process for projects with a submission date of 1st October 2008		Oct 08
2	We will develop and implement systems for inspection, audit and review of funded projects	1. Develop strategic relationships with appropriate agencies to ensure implementation of quality standards	Assistant Director Community Service & Funded Projects	Ongoing
		2. Clarify and communicate roles and responsibilities for Probation Service board members and/or liaison persons		Oct 08
		3. Identify key priorities and best practice in programme delivery		Dec 08
		4. Commission internal/external audits and reviews of selected funded projects		Dec 08

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	
3	We will establish appropriate information and database systems to monitor and review project activity	1. Identify data requirements of the Probation Service, Irish Youth Justice Service and Department of Justice, Equality and Law Reform.	Assistant Director Community Service & Funded Projects	Oct 08
		2. Review and revise existing monthly statistical return content and system.		Ongoing
		3. Engage with the Service's IT Business Process Group to incorporate the revised data return system into the Service website and link with the Case Tracking System		Dec 08
		4. Review 2008 data returns as a key indicator in consideration of 2009 Business Plans		Dec 08
4	We will identify gaps, and support the development and implementation of new initiatives and governance models where appropriate	1. Identify strengths and weaknesses of existing projects through research, review of data and communication with liaison representatives	Assistant Director Community Service & Funded Projects	Ongoing
		2. Liaise with local Probation Service management to identify gaps in service provision and support Community Based Organisations (CBO) to develop appropriate responses		Dec 08/Ongoing
		3. Research and identify best practice models of governance and advise on implementation		Ongoing
		4. In co-operation with appropriate authorities, initiate development of training and guidance materials for CBO management boards		Ongoing

High Risk Offenders - STRATEGIC GOAL

In conjunction with the key agencies, particularly within the Criminal Justice System, we will ensure effective offender supervision and management through appropriate risk assessment

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	TIMEFRAME
1	We will support the Department of Justice, Equality & Law Reform and our partner agencies in fulfilling commitments under the Programme for Government	1. Develop partnerships with an Garda Síochána and other bodies for the effective monitoring, management and treatment of sex offenders in the community, including those released from custodial sentences	Regional Manager - Prisoners, Risk and Resettlement	Ongoing
		2. Work in partnership with the Irish Prison Service in:		Ongoing
		a) the implementation of Integrated Sentence Management, b) planning and implementing an appropriate system for the assessment of all sex offenders in custody, and c) developing and implementing structured prison based interventions for the management of sex offenders, particularly those subject to post release supervision		Dec 08
2	We will participate in and contribute to the Department of Justice, Equality & Law Reform high level group on the management of high risk offenders.	1. The High Risk Offender Management Team of the Service will assist with the research and development of effective practice with high risk offenders	Regional Manager - Prisoners, Risk and Resettlement	Dec 08
		2. Develop data and data management systems in relation to the management of high risk offenders		Ongoing
		3. Develop Service communication systems for more effective inter agency communication		Oct 08
		4. Contribute to the development and strengthening of co-operative working among the Justice agencies		Ongoing

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	
3	We will contribute to the development and implementation of an all island risk assessment instrument for sex offenders.	1. Establish a project team to prepare and present to Service management an Implementation Plan for comprehensive risk assessment of sex offenders	Regional Manager - Prisoners, Risk and Resettlement	April 08
		2. Strengthen effective practice links with Probation Board of Northern Ireland, Northern Ireland Sex Offenders and Strategic Management Committee and the Scottish Executive to mutually contribute to practice development		Sept 08
		3. Strengthen working links with an Garda Síochána and develop joint training opportunities and case management arrangements		Sept 08
4	We will formulate practice focused responses and develop national protocols for the management of offenders who are at high risk of harm or re-offending.	1. Participate in the development of agreed Service practice and procedures on assessing and managing risk of harm	Regional Manager - Prisoners, Risk and Resettlement	Oct 08
		2. Develop and implement best practice with identified categories of serious offenders, particularly those on supervision after release from custody		Ongoing

Research, Training and Development - STRATEGIC GOAL

Through Research, Training and Development ensure that the Probation Service is supported to achieve its strategic goals.

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	TIMEFRAME
1	We will commission research on the outcomes of probation supervision to inform the development of effective probation practice.	1. Develop the design.	Assistant Principal	May '08
		2. Request for tender.	Probation Officer - Research	July '08
		3. Select the consultant.		Sept. '08
		4. Selection & Training of staff for participation in project.		Dec. '08
2	As part of our commitment to lifelong learning we will upskill Service staff to meet new challenges and ensure that strategic objectives are achieved.	1. Deliver training programmes to support and upskill staff in achieving Service objectives.	Assistant Principal Probation Officer Training	Ongoing
		2. Provide training to strengthen management skills and capacity.	Deputy Director Research, Training & Development and Assistant Principal Probation Officer Training	Ongoing
		3. Manage staff access to external training opportunities.	Assistant Principal Probation Officer Training	Ongoing
		4. Advise and support Human Resources and I.T. Section in the implementation of the Integrated Performance Management and Development System.	Deputy Director Research, Training & Development	Dec. '08
		5. Scope the requirements for multi-cultural training to enhance the delivery of a quality customer service.	Assistant Principal Training	Nov. '08
		6. Co-ordinate accredited training with universities (part time National Qualification in Social Work, teaching and student training).	Assistant Principal Training	Ongoing

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	
3	We will contribute to the preparation of draft legislation, in conjunction with the Department of Justice, Equality and Law Reform, to make comprehensive provision for modern probation work.	1. Propose to Department of Justice, Equality and Law Reform what changes are needed to current legislation.	Deputy Director Research, Training & Development	April '08
		2. Map out desirable legislative framework to underpin current best practice.		July '08
		3. Examine, with the Department of Justice, Equality and Law Reform, relevant legislation in European jurisdictions		Dec. '08
4	We will co-operate with and contribute to the National Commission on Restorative Justice and promote the incorporation of restorative justice practice in probation work.	1. Participate in Commission.	Deputy Director Research, Training & Development	Ongoing
		2 Appraise recommendations of Working Group on Victim Impact Reports.		March '08
		3. Drive out implementation of recommendations of Working Group.		July '08
		4. Proof Service policies and guidelines for consideration of victim issues.		Dec. '08

Interagency Work - STRATEGIC GOAL

We will strengthen the Probation Service connection with all stakeholders to maximise the impact of the combined approach to public safety and social inclusion.

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	TIMEFRAME
1	We will work in co-operation with our partner agencies to contribute to the implementation of the Department of Justice, Equality and Law Reform Strategic plan.	Work in co-operation with our partner agencies to contribute to the implementation of the Department of Justice, Equality and Law Reform Strategic plan.	Director and Deputy Directors	Ongoing
2	We will co-operate with other Government Departments and agencies to deliver on our requirements in addressing crime and promoting social inclusion.	<ol style="list-style-type: none"> 1. Assess and develop our contribution to inter agency work at all levels 2. Continue to participate in relevant high level inter agency groups and committees 3. Develop protocols for inter agency working 4. Bring Probation expertise and an understanding of offender behaviour to inter agency fora 	Director and Deputy Directors	Ongoing

	STRATEGIC OBJECTIVES	ACTIONS	RESPONSIBLE PERSON	
3	Through the close co-ordination of the three Directorates within the Probation Service we will work to maximise public safety.	<ol style="list-style-type: none"> 1. Ensure the alignment of the three directorates work programmes 2. Continue to develop and enhance cross directorate working relationships 3. Hold three full management meetings per year involving all directorates 4. Hold regional seminars to co-ordinate service development. 	Director and Deputy Directors	Ongoing
4	We will continue to contribute actively to an all island and European approach to probation work	<ol style="list-style-type: none"> 1. Work with the IYJS in developing programmes to reduce offending behaviour 2. Pilot in Dublin and Limerick, bail support services for young offenders who come before the Children's Court 3. In conjunction with National Juvenile Liaison Office, Health Service Executive, National Educational Welfare Board and others, establish family support programmes for young offenders and parents 4. Develop innovative responses to the intensive supervision of young people who are at high risk. 	Director and Deputy Directors	Ongoing



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