



A CENTURY OF CHANGE,  
CHALLENGE AND SERVICE

ANNUAL REPORT 2007



6 January

The Sunday provisions of the new Licensing Act come into operation in Dublin and four other cities. Sunday opening hours will be from 2pm to 5pm.

26 January

First performance of John Millington Synge's play The Playboy of the Western World at the Abbey Theatre in Dublin triggers a week of rioting.

8 September

Padraic Pearse opens Scoil Eanna for boys in Cullenstown House, Rathmines. 11 November - Irish Women's Franchise League was formed.

29 December

Formation of the Irish Transport Workers' Union with James Larkin as General Secretary.

James Joyce publishes his Dubliners, a collection of 15 short stories depicting the Irish middle classes in and around Dublin during the early 20th century.

26 July

Erskine Childers and his wife sail into Howth and land 2,500 guns for the Irish Volunteers.

30 July

The Government of Ireland (Amendment) Bill is postponed indefinitely due to the worsening European situation.

24th April

Easter Rising.

6 December

Saorstát Éireann established

May 26

The Shannon Electricity Bill is passed in Dáil Éireann. E5.2 million is needed to finance the scheme.

July 1

It is announced that Alexander Hull & Co. Building Contractors are to re-build the General Post Office, Dublin at a cost of £50,000.

August 5

Annie Walsh became the last woman to be executed in Ireland.

June 14

The Draft Constitution is passed in the Dáil by 62 votes to 48 and subsequently approved by the people in a referendum. The Eighth Dáil is also dissolved and a general election is called.

December 29

The Constitution of Ireland comes into force. A 21-gun salute is fired from the Royal Hospital and the national flag flies over all public buildings

January

The INTO Congress in Galway calls on the government to abolish the ban on married women teachers.

September

An Taoiseach Éamon de Valera tells the Dáil that Ireland will remain neutral in the European War. The Emergency Powers Act comes into force as Britain and France declare war on Germany.

June 23

Minister Frank Aiken encourages everyone to store food and water and to prepare a shelter in case of a direct hit.

July 4

Taoiseach Éamon de Valera announces that the policy of neutrality adopted the previous September will not be reversed.

March 3

Due to the The Emergency the rationing of gas is introduced.

March 5

It is announced that Ireland is to have a new Central Bank replacing the old Currency Commission

June 2

Speed levels are restricted to prevent wear of tyres on cars, motorcycles and buses.

February 1

The Central Bank of Ireland is established; it was however not given all the powers expected of a central bank.

May 1

Sir Basil Brooke becomes Prime Minister of Northern Ireland.

April 27

Maud Gonne MacBride dies at her home in Dublin aged 88.

December 18

The Censorship Board bans almost 100 publications on the grounds that they are indecent or obscene.

January 11

The Irish Council of the European Movement is formed in Dublin.

February 19

Captain Henry Harrison, the last surviving member of the party led by Charles Stewart Parnell, dies aged 87.

June 28

Alfie Byrne is elected Lord Mayor of Dublin for the tenth time.

13 January

The Broadcasting Authority Bill proposes to establish an authority to provide the new national television service.

January 6

1,200 people meet in Dublin to form the National Farmers' Association.

December 12

Cork Opera House at Emmet Palace is destroyed by fire.

December 14

Ireland is admitted to the United Nations.

July 6

Gay Byrne presents the very first edition of the Late Late Show.

August 21

Former US President Dwight D. Eisenhower arrives in Belfast on a four-day visit to Ireland.

November 13

Aer Lingus air hostesses receive new uniforms. The colours are fern-green and St. Patrick's blue.

February 21

The new Garda Síochána training centre is opened in Templemore, County Tipperary.

March 21

Brendan Behan's funeral takes place in Dublin.

September

The death penalty is abolished for all but the murder of gardai, diplomats and prison officers.

July 21

Neil Armstrong becomes the first person to set foot on the moon. President de Valera sends President Nixon a telegram of congratulations and admiration.

July 31

The halfpenny is withdrawn from circulation as the country moves towards decimalisation.

October 5

Samuel Beckett is awarded the Nobel Prize in Literature.

June 25

Bishops meeting at Maynooth lift the ban on Catholic attendance at Trinity College Dublin.

January 1

Ireland joins the European Community along with Britain and Denmark.

May 10

In the presidential election voters go to the poll to find a successor to President Éamon de Valera. Erskine H. Childers is the victor defeating Tom O'Higgins.

June 24

Éamon de Valera retires from office aged 90. He travels to Bolland's Mills where he was positioned during the Easter Rising.

February 21

A crater on the planet Mercury is named after the Irish poet W.B. Yeats.

May 29

A massive peace rally takes place in Belfast organised by Betty Williams, Mairead Corrigan and Ciarán McKelown.

October 10

The Peace Movement founders, Mairead Corrigan and Betty Williams win the Nobel Prize for Peace.

September 29

Pope John Paul II arrives in Ireland for a three day visit. 125 million people, just over one-quarter of the population, welcome him at a special mass in the Phoenix Park.

December 5

Jack Lynch announces his resignation as Taoiseach and leader of Fianna Fáil.

December 11

Charles Haughey is elected Taoiseach by Dáil Éireann.

February 9

The racehorse Shergar is kidnapped from Ballymany Stud, County Kildare.

January 1

Cork City celebrates 800 years as a chartered city.

March 4

Bob Geldof is honoured for his overseas aid efforts at a civic reception in the Mansion House.

July 22

At Balinspittle, County Cork, two women claim to have seen a statue of the Virgin Mary move. The grotto becomes a place of pilgrimage .

January 6

The Irish Government and the EC Commission meet in Dublin to officially launch the Irish EC Presidency.

March 16

Dublin is officially inaugurated as the European City of Culture.

March 22

Ireland confirms its first case of Foot and Mouth disease.

June 7

The Irish voters reject the Nice Treaty in a referendum.

September 11

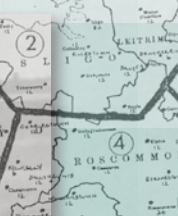
The world is plunged into a state of shock as huge terrorist attacks take place in New York City and Washington, D.C. The people of Ireland extend their sympathies to the people of the United States.

July 19

The warmest temperature this century (and since 1976) is recorded at Elphin, County Roscommon - 32.3°C (88.7°F). Ireland is one of many countries affected by the 2006 European heat wave. July 2006 is the warmest, on average, since records began in both the Republic and Northern Ireland.



Charles Haughey



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2001

2006

1907  
Probation of Offenders Act,

First Probation Officer Miss Cathleen Gargan appointed assisted by an unpaid volunteer, Ms. Mary O'Brien. Juvenile Court established under Section 111 of the Children Act, 1908

Criminal Justice Act, 1914 provides for supervision by voluntary societies and specific conditions in Probation Orders. 256 Probation Orders made in Dublin Courts.

Dail Eireann Committee on Finance allocates £400 funding for Probation Officer salary and costs.

Probation staffing increases to four officers - three females and one male . In 1938, Joseph McDonnell was appointed Chief Probation Officer.,

940 offenders on Probation Supervision

'Probation properly used would save thousands' Senior Justice Little - Dublin Metropolitan District Court

Minister for Justice enlists the services of Legion of Mary volunteers in the supervision of probationers in preference to developing a larger fulltime Probation Service.

Article on Probation of Offenders in Hermathena (Trinity College), 1943, November, pp. 61-82 "since the birth of the state no official investigation of the Probation System has ever been conducted"

Adoption Act 1953. Evelyn Carroll is the first Probation Officer assigned to the Adoption Board

UCD introduce Social Science Degree course

Establishment of Probation Officers as Civil Servants - male officers: £600 p/a female officers: £508 p/a

Criminal Justice Act, 1960 provides for temporary release of prisoners, (later supervised by Probation Officers)

Inter-Departmental Committee on Aftercare of Young Offenders proposes the assignment of Probation Officers in custodial centres.

Probation Officers appointed at Mountjoy Prison & St. Patrick's Institution.

Probation Service comprises eight Probation Officers in Dublin including 2 assigned to prisons. Review of Probation Service announced by the Minister for Justice.  
  
PACE (Prisoners Aid through Community Effort) founded.

Prisons Bill debate - Desmond O'Malley, Minister for Justice, announces expansion of the Probation Service nationwide. Probation and Aftercare Service retitled as Welfare Service of the Department of Justice.

Martin Tansey appointed as Principal Welfare Officer.

47 Probation Staff. Offices in Athlone, Cork, Dundalk, Limerick, Sligo, Kilkenny and Waterford.

Misuse of Drugs Act, 1977 introduces reports and supervision by Probation Officers in drugs cases

Management Survey - Service name changes to Probation & Welfare Service. Assistant Principal Probation and Welfare Officer Management grade established.

Criminal Justice (Community Service Act), 1983

First Community Service Orders made in Court.  
  
Report of the Committee of Inquiry into the Penal System, (Whitaker Report).

1991 Intensive Probation Supervision for Serious Offenders introduced.  
  
1994 Management of Offenders: A Five Year Plan published by the Department of Justice.

Children Act, 2001.  
  
Sex Offender Act, 2001.

Probation and Welfare Service renamed as The Probation Service.

THE PROBATION SERVICE  
An tSeirbhís Phromhaidh

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Director's Message





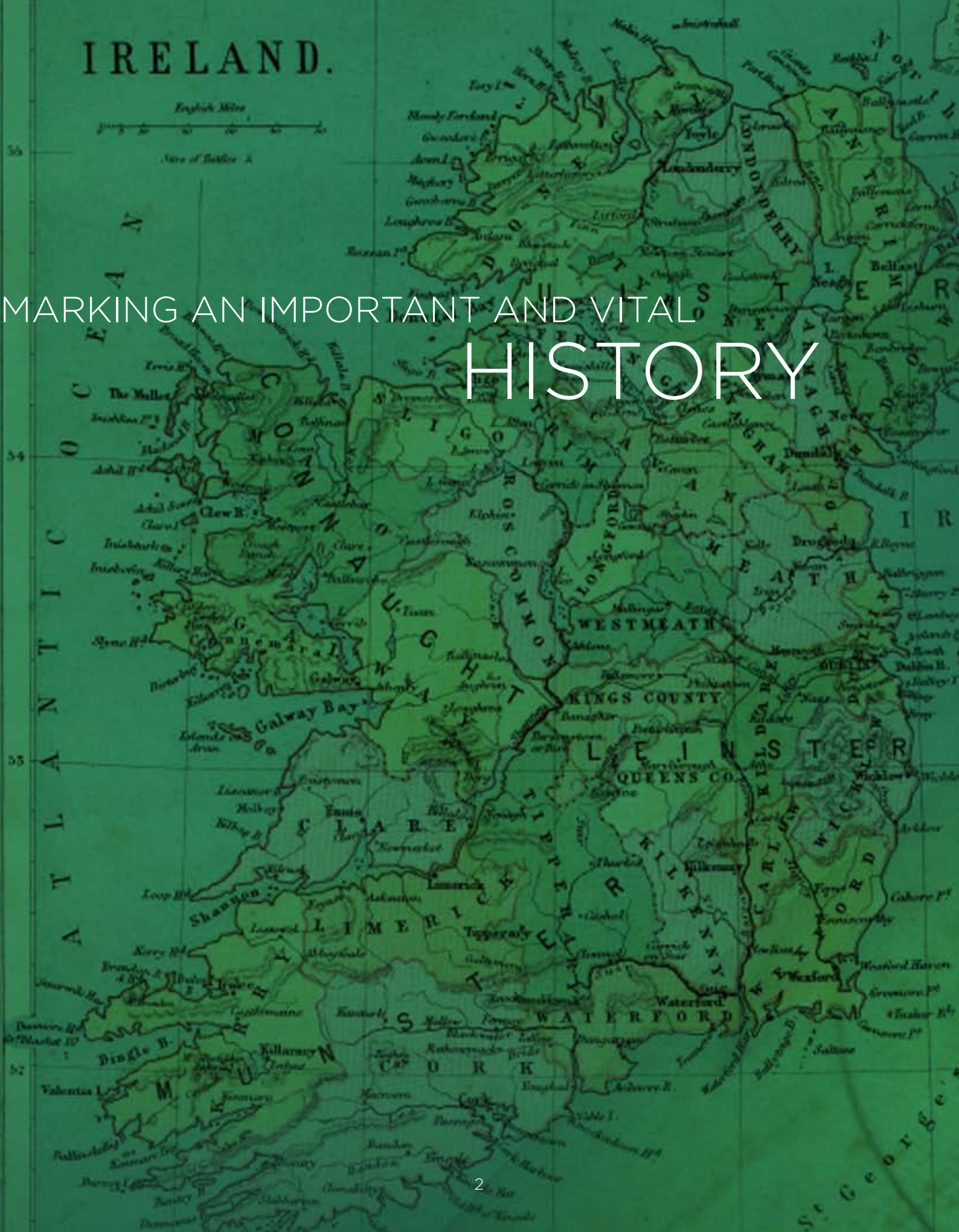
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MARKING AN IMPORTANT AND VITAL  
HISTORY



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.



Michael Donnellan  
*Director*

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.



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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.

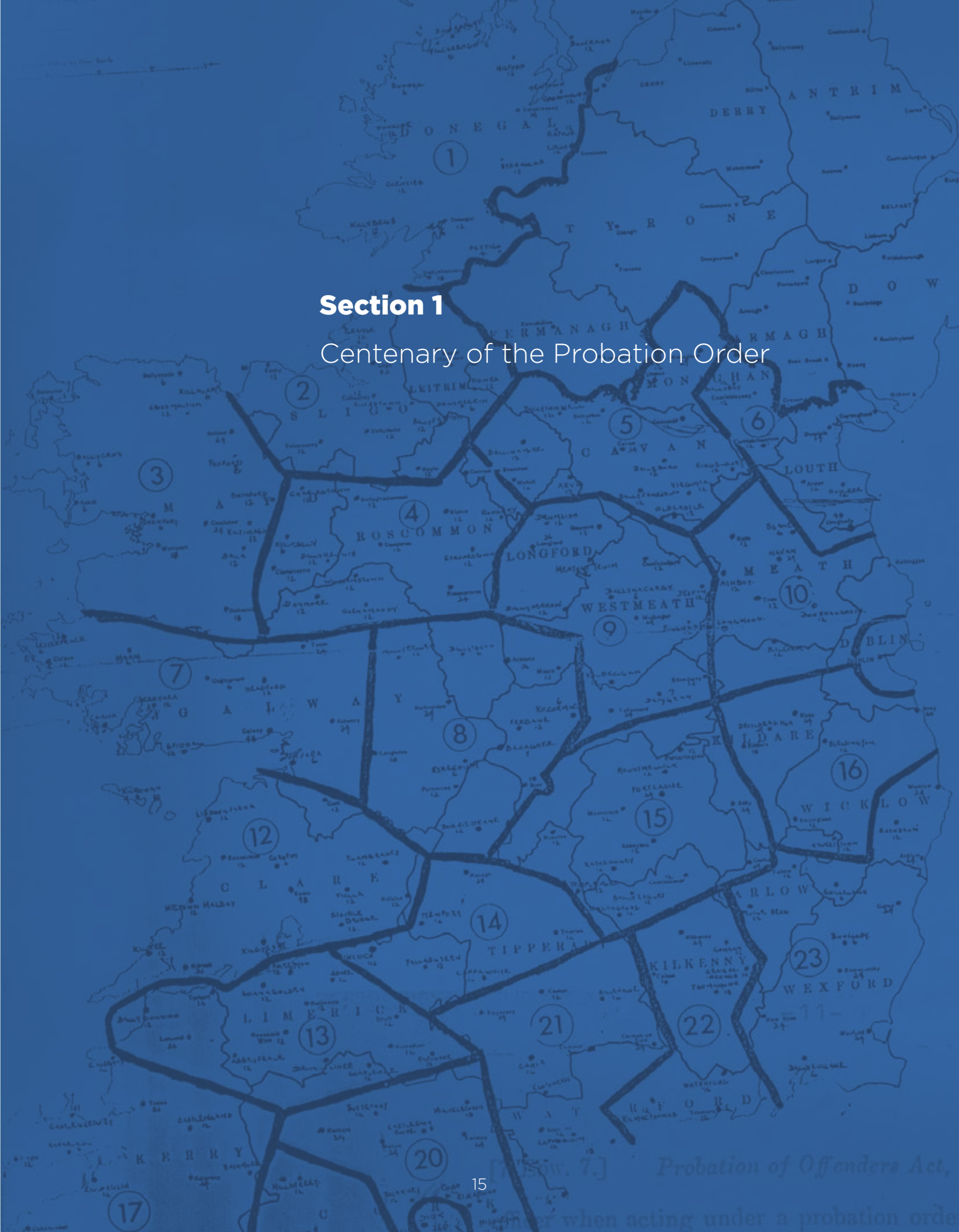
The Probation Service is a changed service in a changed Ireland. Compared to even two decades ago, Ireland is a different place, a different culture, a different economy. And measure-by-measure, the river of change still flows and moulds the social and cultural landscape. The economy is facing more challenging 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





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more recently  
of standard risk  
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”.



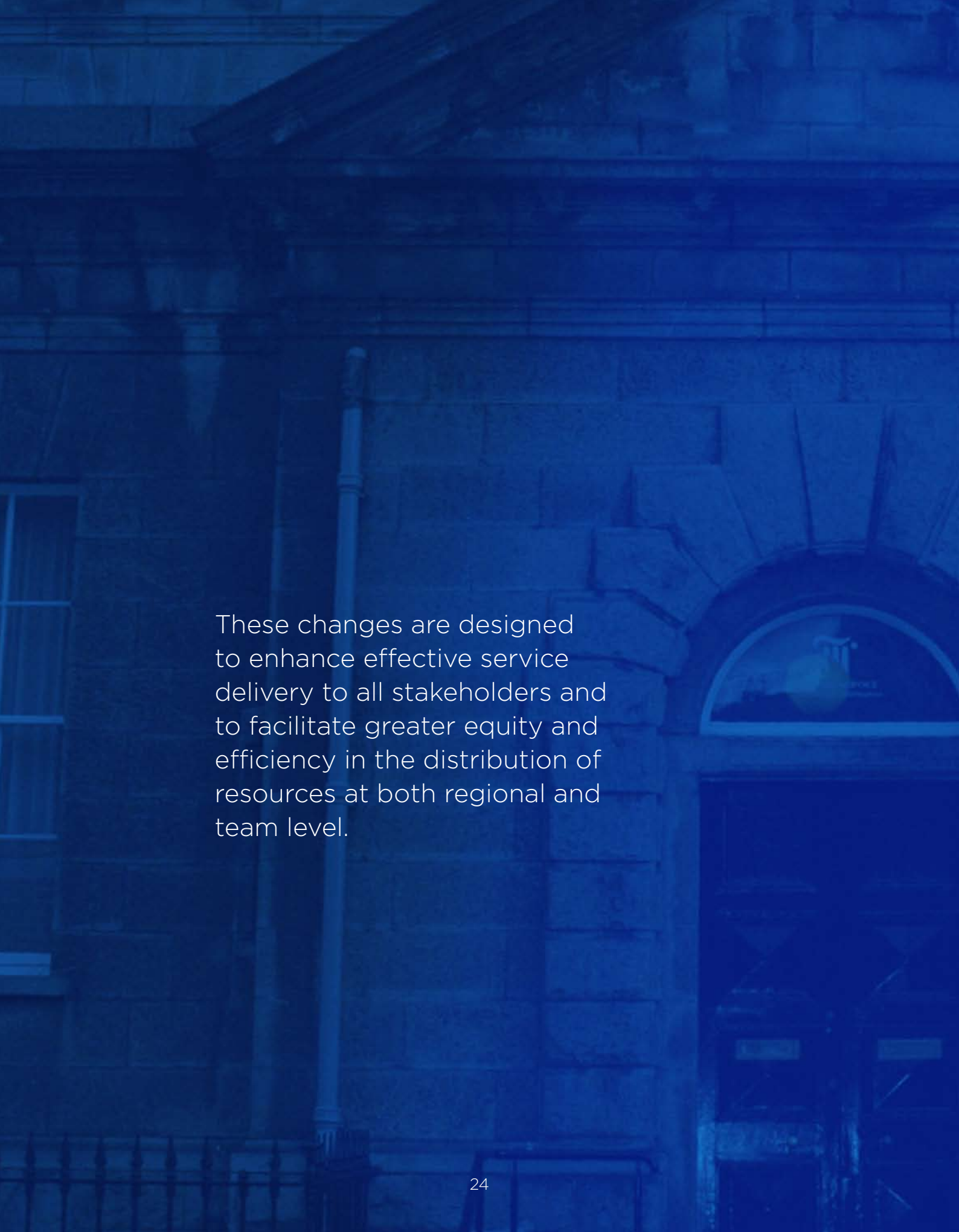


## **Section 2**

### 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;

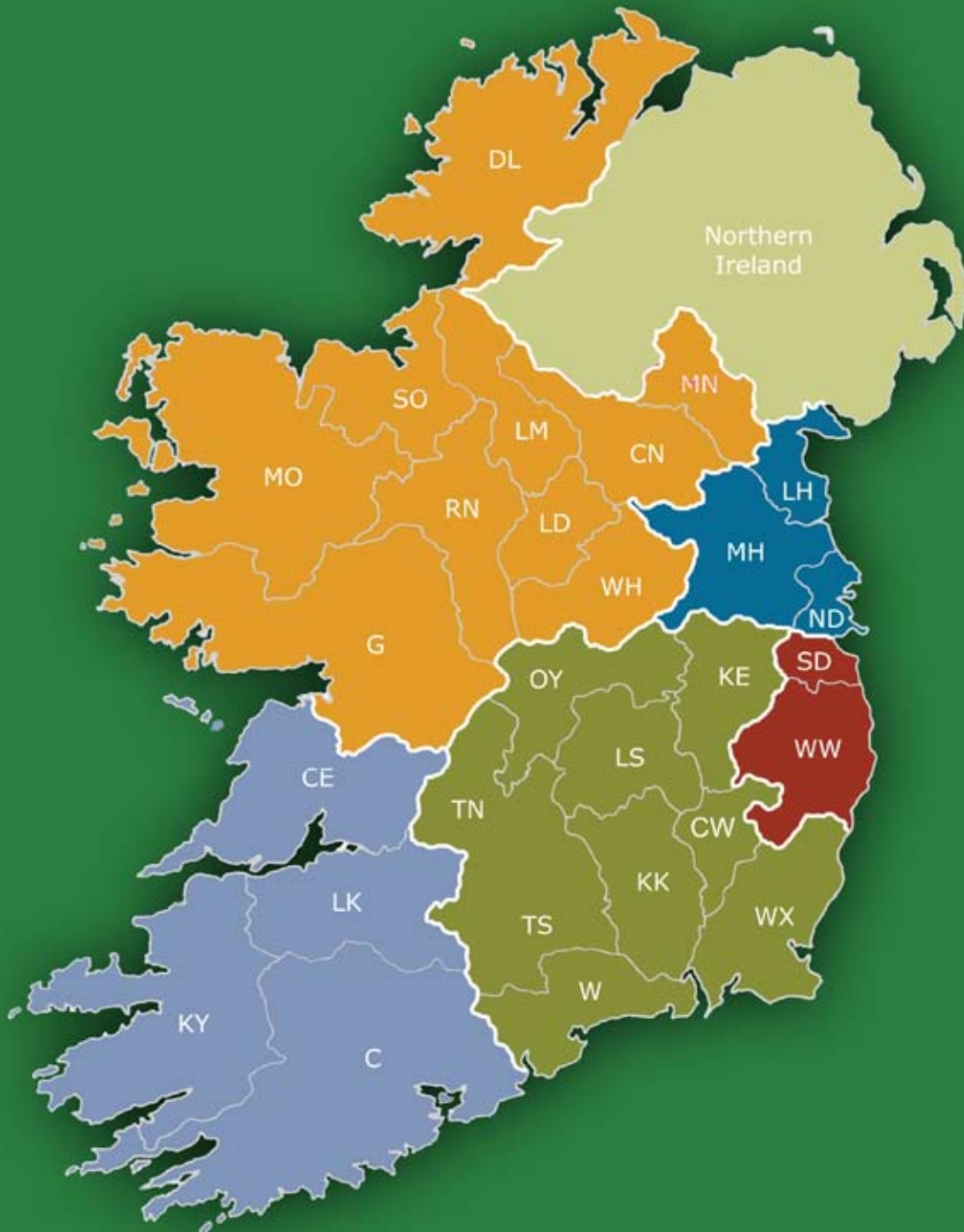
- 1. Dublin North / North East**
- 2. Dublin South / Wicklow**
- 3. South West**
- 4. Midlands/South East**
- 5. West, North West & Westmeath**
- 6. Prisoners, Risk and Resettlement Region (National)**
- 7. Young Persons Probation (National)**

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)**.

## Regional Map

- South West
- West, North West & Westmeath
- Dublin North & North East
- Dublin South & Wicklow
- Midlands & South East





## 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.



## Young Persons Probation (YPP)

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.



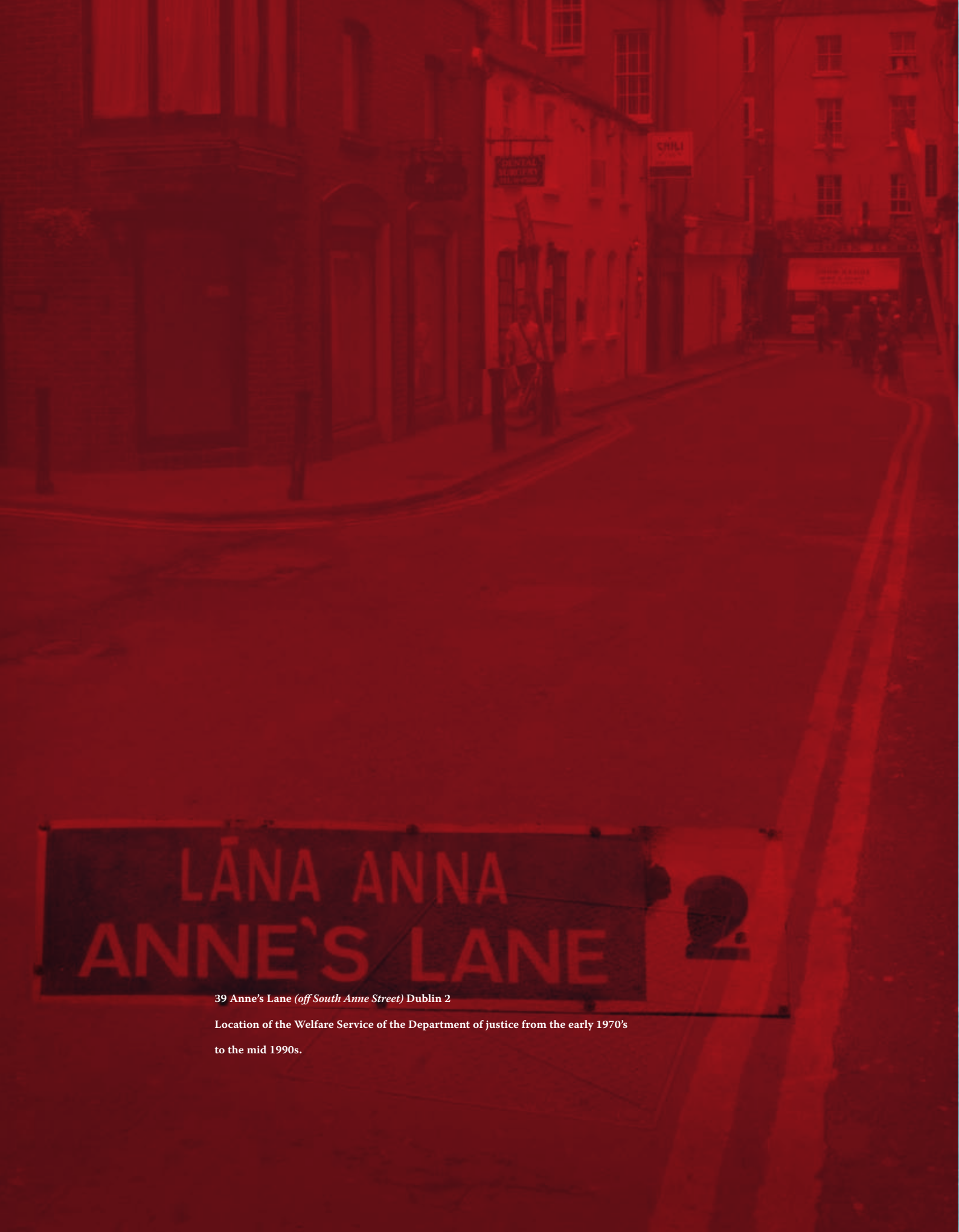
## **Section 3**

### Research, Training and Development

South Mall, Cork.

Location of the first Probation and Welfare Service office outside Dublin.





# LĀNA ANNA ANNE'S LANE

2

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



SRÁID FREIDRIC THEAS  
FREDERICK STREET SOUTH

3 South Frederick Street, Dublin 2

Location of the Probation and Welfare Service from the late 1970s to the early 1980s.





**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

# THE PROBATION PRESS

Newsletter of The Probation Service

## THE PROBATION PRESS

Newsletter of The Probation Service

### Putting Health & Safety at the centre of our work within Probation

Did you know that we have...

set up a National Health & Safety Steering Committee chaired by the Director. The National Health & Safety Steering Committee met for the first time on 13th March 2007. Minutes of the meeting are available on the portal.

The Committee's Working Terms of Reference are:

- Develop implementation of our Health & Safety Strategy
- Ensure that safety measures are in place and up to date
- Scheduling to follow up of Health & Safety audits
- Develop Health & Safety strategy in relation to Community Service
- Manage Health & Safety risks in relation to offenders
- Development of Health & Safety Guidelines

Updated our National Safety Statement to include Community Service. The Service commissioned three safety to review our National Safety Statement to fully integrate Community Service. This involved meeting a number of Community Service sites.

Begin Health & Safety Risk Assessments on all new 10 Probation Officers. We have begun the process of conducting risk assessments for all new officers. A template for conducting risk assessments was circulated to all Regional Managers.

Launched a special site on our Portal Page for all Health & Safety matters. A dedicated area on the Service internet portal has been created for Health & Safety. All policies and relevant material are available in this area by following the link which is prominently displayed on the portal.



I searched a special e-mail address - [healthandsafety@probation.ie](mailto:healthandsafety@probation.ie) for all Health & Safety communications in order to facilitate communication in relation to Health & Safety we have set up a dedicated e-mail address. It is envisaged that this will be the central point of contact for all Health & Safety matters and will help to ensure our response times to incidents.

Created specially designed Health & Safety folders to each office. A specially designed Health & Safety folder has been created to each office. The folder aims to be a working resource immediately available to all staff concerning up to date, relevant Health & Safety information, such as the National Service Safety Statement, An Office Specific Safety Statement, Risk Assessment & Risk Assessment Template, National Health & Safety guidelines on different aspects of service work, Incident reporting forms, Incident Safety Data Sheets.

providing information on common and chemical products - Risk Safety

Commenced work on prioritising Health & Safety within our Community Service and have set a small group to advance a detailed Workplace Risk Assessment. Community Health & Safety will receive priority 2008 with a dedicated working group established to progress the agreed workplan.

Updated Policy Guidance notes on range of matters to do with Probation work. Guidance notes are currently drafted to assist staff carrying out various aspects of Probation Service work. The guidance notes will be available in the Safety folder in each office.

Remember to visit the Portal Page Health & Safety - to keep yourself updated!

Michael Dineen

### MARTIN TANSEY LECTURE



The Minister for Criminal Justice, Equality and Law Reform, Michael Tansey, delivered the Martin Tansey Lecture at the Probation Service on 13th March 2007.

### Costs for Probation Service



Service is currently engaged in. In addition, these extra resources pave the way for further major developments within the Service.

In his statement, the Minister referred to the transformation of the Probation Service in the last 18 months and noted many significant developments, including a rejuvenated senior management structure led by Mr. Michael Donnellan as its 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 strides that have been made to modernise the Probation Service... We will ensure that the Probation Service has the resources to deliver targeted interventions to those most in need."

### At Work Charter

### CARECALL COUNSELLING

### NATIONAL REVIEW

#### Restructuring

The final report of the Structures and Resources Review Group (SRRG) was published on Wednesday 21st March 2007 and contained in full. The report outlines the new operational regional boundaries and the location, staffing levels and role for each Probation team. It gives the way for a number of important developments, including among others: county based team structures, the establishment of new teams in some counties, change in management for service delivery in prisons and the introduction of movement teams in Dublin, Cork and Limerick. The report is underpinned by the findings of the 2006 '6 in 6' audit. The restructuring effects all areas of our work, including operational service delivery, personnel, IT, finance and estate management. Implementation of the findings is taking place in a co-ordinated, systematic and planned way.

#### Policy and Practice

A second working group arising from the Audit, the Policy Practice and Procedures Review Group (PPPRG) has been established and met for the first time in February. This group will recommend the way forward for the Audit's findings to improve practice. This involves reviewing the recommendations, and categorising, and prioritising them, with a view to giving concrete action steps. The group is chaired by Vivian Gorman and includes Brian Clark, Cliona Kennedy, Kate Doherty, Andrea Boucher and Bill O'Connell. The group will report by the end of June 2007. Some interim reports are appropriate.

## THE PROBATION PRESS

Newsletter of The Probation Service

### Centenary of the Probation Order

The Probation Service celebrated the centenary of the Probation Order to commemorate the work of the Service. We wanted to mark the 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 community writer to produce a gift to mark the centenary. We were keen that the gift should be an object representative of the essence of Probation. We believe that Michael Kennedy's commission represents a Probation Service that is positive, inclusive and transformative.

The Service also produced a DVD which will be used as a vehicle to explore the history of the Service while also focusing on the progress made and the future development planned.

Announcements given by our Assistant Director, Gerry McCarthy on the history of the Service has been included in the Probation Journal - volume 6.

The Director of the Probation Service, Mr. Michael Donnellan hosted the central (also celebratory) events at the City Hall, Dublin on 21st November 2007. Brian Loughran TD, Minister for Justice, Equality and Law Reform and the Honorable Mr. Justice Keane, Chief Justice of Ireland were in attendance. The events were attended by invited guests and also current and retired members of staff.

The further events were held in Dublin and took on November 20th and December 5th respectively. Minutes of the history representations

from the Department of Justice, Equality and Law Reform, invited guests, current and retired members of staff were in attendance.

The DVD was about the events and the gift was presented to dignitaries, retired and staff representatives group of current staff members of all five regions.

The contributions made to history and current service were noted. David O'Donnell, Deputy Director of the Probation Service in his speech at the commemoration of the Service's development to date.

"The Service has been central to a criminal justice system. Whatever the future brings, we can take 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 society of changing Ireland. In colloquial terms, we are rising to go, and you will see nothing but."

**Minister's Speech**

The Minister in his speech said "I want to particularly acknowledge the ground into the Probation Service plays within the



criminal justice system. I want to take this opportunity to acknowledge and thank you for the contributions which all of you are making to the fight against crime. It is to make a difference and the high esteem in which the Service is held by the judiciary, the community and the other arms of the justice system is testament to the dedication and commitment of the staff of the Service. As with any organisation, the tasks and role of the Probation Service have evolved and developed beyond the role 'to advise, assist and believe'. There is now much more emphasis on public protection and public safety in reducing re-offending and rehabilitating offenders the opportunity to change through addressing their behaviour and the factors contributing to their criminality. Victim issues are quite rightly in the forefront of all your work and it is essential that you continue to be the officers by they in custody or under supervision in the community.

The Probation Service as we know it today has evolved and developed through the hard work of many. It would be good to see the officers by they in custody or under supervision in the community. The Probation Service as we know it today has evolved and developed through the hard work of many. It would be good to see the officers by they in custody or under supervision in the community. The Probation Service as we know it today has evolved and developed through the hard work of many. It would be good to see the officers by they in custody or under supervision in the community.

The Director of the Probation Service, Michael Donnellan welcomed all to the special dinner to mark this important milestone, 100 years of the Probation Order. We particularly welcomed our retired members and noted that the event was of the

1. I am not just a Probation Officer, I am a Probation Officer who is passionate about the work of the Probation Service.

2. I am not just a Probation Officer, I am a Probation Officer who is passionate about the work of the Probation Service.

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4. I am not just a Probation Officer, I am a Probation Officer who is passionate about the work of the Probation Service.

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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

The requirement to have a Health and Safety Policy is a legal obligation arising from the Safety, Health and Welfare at Work Act, 1989, as amended in 2005.

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

Director
Deputy Director
Assistant Director
Regional Manager/APPO
Senior Probation Officer
Probation Officer
Probation Service Assistant
Accountant
Assistant Principal
Higher Executive Officer
Executive Officer
Staff Officer
Clerical Officer
Service Officer
Community Service Supervisor

### 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



## Estate Management

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.

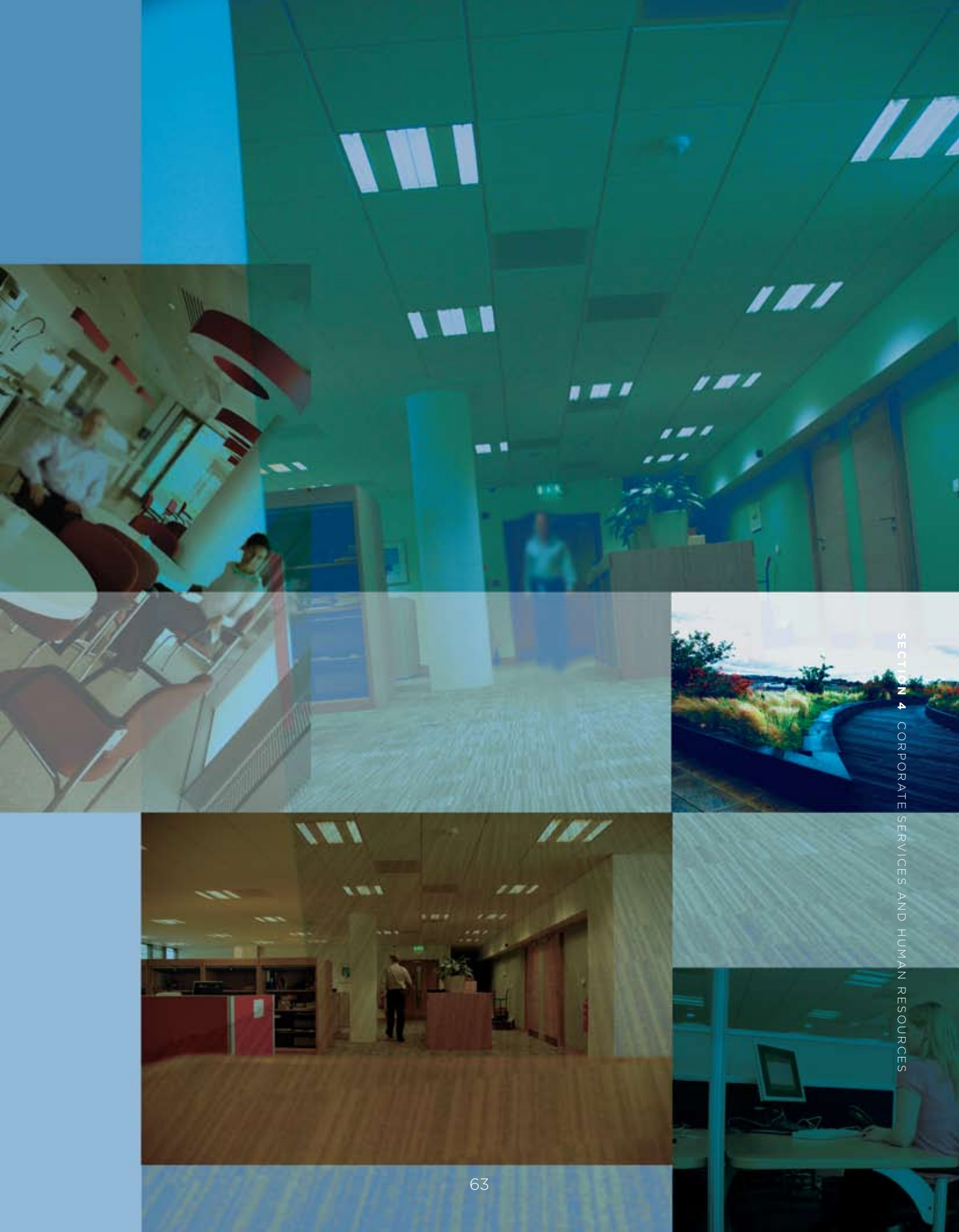
Temporary office space was sourced to allow Probation staff to establish a footprint in these locations while more permanent office space is being secured.

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.



SECTION 4 CORPORATE SERVICES AND HUMAN RESOURCES





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.



The commission was facilitated by  
**DESIGNYARD**







## Appendices

## Appendix 1 – Financial Statement

### FINANCIAL STATEMENT INCOME & EXPENDITURE 2007

		BUDGET PROVISION €000	OUTTURN €000	SAVINGS €000	EXCESS €000
VOTE 19	JANUARY- DECEMBER 2007				
H1	Salaries, Wages and Allowances	21,772	21,179	593	
H2	Operational (Travel, Postal & Telecom, Office Premises, Office Machinery)	6,678	6,910		232
H3	Services to Offenders				
	Assistance to Voluntary Bodies (Current)	14,731	12,700	2,016	
	Probation Centres (Capital)	6,865	1,659	5,221	
H4	Juvenile Offending Initiatives	6,982	2,252	4,730	
H5	Community Service Order Scheme	2,295	2,616		321
	TOTALS	59,323	47,316	12,560	553
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

Invoice Amount	No. of Invoices	Amount of Interest Paid
Under €317	17	€128.29
Over €317	113	€11,615.44
Total	130	€11,743.73

### (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.

## Appendix 2 – Statistics

Annual Report 2007	
Reports	2007
<b>Offender Assessment Reports Requested</b>	
Pre- Sanction Reports	6445
Community Service Reports	1598
Pre-Sanction Reports to consider Community Service	406
Repatriation Reports provided to the Department of Justice, Equality & Law Reform	16
Parole Board - Assessment & Home Circumstances Reports - total number of reports completed	80
<b>Other Reports</b>	
Victim Impact Reports - Total number of reports completed	34
<b>Supervision</b>	
Supervision	2007
Probation Orders	2756
Orders for Supervision During Deferment of Penalty	3402
Community Service Orders	1519
Number of Life Sentence Prisoners supervised in the community	62
Number of Sex Offenders supervised in the community including on Post Release Supervision Orders.	158

## 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.

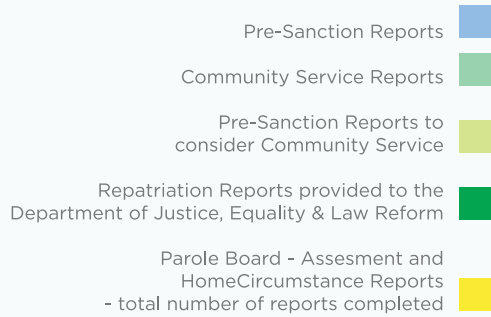
This year witnessed a sharp increase from 2006 in the number of Probation orders made by courts and concomitantly a decrease in the volume of orders for supervision during deferment of penalty. Community Service orders also show a notable increase.

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.

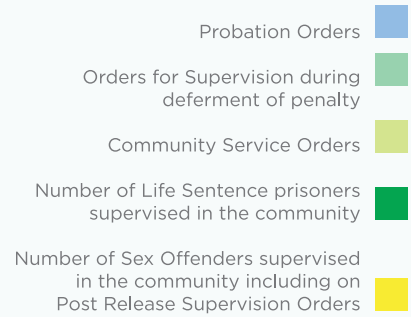


## Appendix 2 – Statistics *continued*

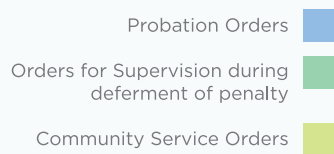
### Offender Assessment Reports 2007



### Supervision 2007



### Court Orders 2007



### Appendix 3 – Funded Projects

1. Adventure Sports Project	School on Stilts, Rutland Street, , Dublin
2. Aftercare Recovery Group	176 North Strand Road, Dublin 1
3. Aiseiri (Cahir)	Townspark, Cahir, Co. Tipperary
4. Aiseiri (Wexford)	Roxborough, Wexford
5. Aislinn	Adolescent Addiction Treatment Centre, Ballyragget, Co. Kilkenny
6. Ana Liffey Project	48 Middle Abbey Street, Dublin 1
7. Athy Alternative Project	Community Service Centre, Nelson Street, Athy, Co. Kildare
8. Athy Youth Project	Athy, Co. Kildare
9. Autocrime Project	Unit 4, Southside Industrial Estate, Pouladuff Road, Cork.
10. Bushypark (Clarecare)	BushyPark House, Bushypark, Ennis, Co Clare
11. Ballinsloe Training Workshop	Canal House, Harbour Road, Ballinasloe, Co. Galway
12. Ballymun Youth Action Project	Horizons Centre, Balcurris Road, Ballymun, Dublin 11
13. Bridge Project	125 Parnell Street, Dublin 1
14. Bond Project	37 - 37A Coolmine Industrial Estate, Blanchardstown, Dublin 15.
15. Bond – Padua House	37 - 37A Coolmine Industrial Estate, Blanchardstown, Dublin 15
16. Candle Community Trust	P.O. Box 1145, Lynch's Lane, Ballyfermot, Dublin 10
17. Ceim ar Ceim Moyross	Unit 5, Shannon Development Units, Knockalisheen Road, Moyross, Limerick
18. Ceim Eile (Aiseiri)	Old Airmount Hospital, Waterford
19. Churchfield Comm Trust	109 Knockfree Avenue, Churchfield, , Cork
20. Clonmel Yth Training Ltd	Slí Nua, Fethard Rd, Clonmel, Co. Tipperary
21. Coolmine Therapeutic Centre	19 Lord Edward Street, Dublin 2
22. Cork Alliance Centre	Robert Scott House, 6 St. Patricks Quay, , Cork
23. Cork Probation Hostel	Westview House, Audley Place, Patrick's Hill, Cork

### Appendix 3 – Funded Projects *continued*

PROJECT	ADDRESS
24. Cornmarket Project	9 Malin Street, Cornmarket, Wexford
25. Cox's Demesne	The House, 15-16 Oakland Park, Dundalk, Co. Louth
26. Crinan	72 Sean McDermott Street, Dublin 1
27. Cuan Mhuire Athy	Cardington, Athy, Co. Kildare
28. Cuan Mhuire Bruree	Bruree, Co. Limerick
29. Cuan Mhuire Coolarne	Turloughmore, Co. Galway
30. Dochas don Oige	Lisban Industrial Estate, Tuam Road, , Galway
31. Dochas Suicide Prevention	----
32. Educational Trust	c/o 7, Upper Leeson Street, Dublin 4
33. Fellowship House	Spur Hill, Doughcloyne, Togher, Cork
34. Fusion CPL	Cherry-Orchard Health Centre, Cherry Orchard Grove, Ballyfermot, Dublin 10
35. Guild of St Philip Neri	St. Vincent De Paul, 91-92 Sean McDermott Street, Dublin 1
36. Granada Institute	Crinken House, Crinken Lane, Shankhill, Co. Dublin
37. Harristown House	Harristown, Castlereagh, Co. Roscommon
38. INPRO Ltd	Grattan House, Grattan Street, , Cork
39. INPRO-Prison Links Workers	Grattan House, Grattan Street, , Cork
40. Kazelain	Kazelain, Finisklin Road, Sligo
41. Kerry Adolescent Counselling Centre	c/o St. John's Parish Centre, Castle Street, Tralee, Co. Kerry
42. Kilkenny Employment for Youth	Garden Row, High Street, , Kilkenny
43. Le Cheille	Ocean House, Arran Quay, Smithfield, Dublin
44. M.O.V.E	M.O.V.E. Ireland, PO Box 495, Ennis, Co Clare
45. Matt Tabot Community Trust	P.O. Box 8372, Kylemore Road, , Dublin 10
46. Matt Talbot Adolescent Services	Rockview, Trabeg Lawn, Douglas, Co. Cork
47. Merchants Quay Project	4 Merchant's Quay, Dublin 8
48. Nenagh Community Reparation	Connolly Street, Nenagh, Co. Tipperary

PROJECT	ADDRESS
49. Newbridge Family Resource	Newbridge, Co. Kildare
50. North Clondalkin Probation Project	St. Mark's Lane, Neilstown Road, Clondalkin, Dublin 22
51. P.A.C.E.	Head Office, 7 Upper Leeson Street, Dublin 2
52. Restorative Justice Services	Tallaght Business Centre, Whitestown Business Park, Tallaght, Dublin 24
53. Ruhama	Senior House, All Hallows College, Drumcondra, Dublin 9
54. SAOL Project	58 Amiens Street, Dublin 1
55. Southill Outreach	Unit 16, Kilmallock Road Enterprise Centre, Kilmallock Road, Kilmallock, Limerick Dublin 15.
56. St Brigids Boxing Club	65 Lucan Road, Chapelizod, Dublin 20
57. St Johns	Dublin
58. St Patrick Welfare Association	9 Henrietta Street, Dublin 1
59. St Vincents Trust	National Learning Network, Belhavel, Golden Island, Athlone, Co. Westmeath
60. Stepping Out Project	Ballindeasig, Belgooly, Co. Cork
61. Tabor Lodge	Courthouse Square, Westpark, Tallaght, Dublin 24
62. Tallaght Probation Project (Deonach)	32 Lower O'Connell Street, Dublin 2
63. The Linkage Programme	Tivoli Terrace, Dunloghaire, Co. Dublin
64. Tivoli Training Centre	Chancery Lane, Dublin 8
65. Treble R Industries	34 Tycor Business Centre, Tycor, Waterford
66. Treo	Bride Road, Dublin 8
67. Trust	Vicarschorland, , Tuam, Co. Galway
68. Tuam Community Training Workshop	136 North Circular Road, Dublin 7
69. Tus Nua (De Paul Trust)	Cherry Orchard Equine & Training Centre, Cherry Orchard, , Dublin 10
70. W.H.A.D.	

Appendix 3 – Funded Projects *continued*

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



TIMELINE - Images of Mairead Corrigan and Betty Williams, Gay Byrne, Jack Lynch and Shergar © RTE Stills Library. Defence Forces Recruitment Poster courtesy of the Defence Forces Press Office.





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