



**An Roinn Dlí agus Cirt**  
Department of Justice



**An tSeirbhís Phromhaidh**  
The Probation Service

**Department of Justice**

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**Probation Service**

**Performance Delivery Agreement 2022**

## **1. Background and Context**

### **1.1 Objectives of this Agreement**

The purpose of this Agreement is to define, in the context of the resources provided, the key targets by which the performance of the Probation Service will be measured in 2022. The supports that the Department of Justice will provide, and the mechanisms for monitoring and appraising performance, form part of the overall governance arrangements between the two parties and are set out in the separate but complementary Oversight Agreement 2020-22.

### **1.2 Inputs**

#### **1.2.1 Financial Inputs**

The following table summarises the Probation Service's budget allocation for 2022.

<b>Expenditure</b>	<b>Allocation</b>
A7-salaries, wages & allowances	€ 24.855m
A8-operating expenses	€4.885m
A9-services to offenders	€17.532m
A10-community service order scheme	€3.105m
<b>Total</b>	<b>€50.377m</b>

#### **1.2.2 Staffing**

The following table sets out the Probation Service's whole-time equivalent (WTE) staffing levels as at 1<sup>st</sup> March 2022.

<b>Grade</b>	<b>WTE</b>
Director	1
Deputy Director	3
Assistant Director	1
Regional Manager	11
Senior Probation Officer	38.8
Probation Officer	217.6
Professional Accountant	1
Assistant Principal	4
Statistician	1
Higher Executive Officer	5.6
Executive Officer	14.3
Clerical Officer	46.4
Service Officer	2
Community Service Supervisor	42.8
<b>Total</b>	<b>389.50</b>

## **2. Performance Targets**

The following are the principal targets that will be referenced in 2022 to assess the Probation Service's efficiency and productivity in using the resources allocated to it.

## 2.1 Quantitative targets

Output area or initiative	Metric	Strategic Pillar	2022 target	2021 target	2021 outturn	2020 target	2020 outturn
<i>Court-ordered Pre-Sanction Assessment Reports</i>	% of Adult PSARs submitted within 8 weeks	<i>Enhancing Community Safety</i>	70%	-	-	-	-
	% of Young Person PSARs submitted within 28 days		100%	100%	100%	100%	
<i>Assessments of offenders for the Parole Board</i>	% of assessment reports submitted to the Parole Board within 12 weeks	<i>Enhancing Community Safety</i>	100%	-	-	-	-
<i>Efficient and effective delivery of Community Service Scheme</i>	Community Service reports completed	<i>Enhancing Community Safety</i>	2,300	2,000	1,615	-	2,164
	% of Community Service assessments completed as Same Day Assessments		15%	10%	9%	5%	12%
<i>Delivery of services through Community Based Organisations (CBOs)</i>	<i>Probation Service clients engaged with by core funded Adult and all Young Persons Probation (YPP) CBOs: % of SLA target numbers met*</i>	<i>Strengthening Collaboration and Engagement</i>	80%	-	-	-	-
<i>Supporting sentence management and reintegration of imprisoned offenders</i>	Engage with prisoners in custody	<i>Enhancing Community Safety</i>	2,500	2,000	2,730	1,000	2,730
	Community Return successful completion rate	<i>Enhancing Community Safety</i>	90%	85%	95%	97%	91%
<i>Risk-based approach to supervision</i>	Use of SORAM to manage sex offenders who are assessed as moderate or high risk	<i>Enhancing Community Safety</i>	100%	100%	100%	100%	100%
<i>Victim services</i>	% of victim queries responded to within two working days	<i>Strengthening Collaboration and Engagement</i>	100%	100%	100%	100%	100%
<i>Staff induction, training and ongoing professional development</i>	Internal training events delivered to front line staff**	<i>Empowering our Team</i>	75	85	82	35	59
	% of new Probation Officers inducted within 4 months of commencing employment	<i>Empowering our Team</i>	90%	95%	95%	90%	95%

\*Core funded Adult and all Young Persons Probation (YPP) Community Based Organisations represents 78% of the Services to Offenders 2022 budget allocation (subhead A9) of €17,532,000.

\*\* Includes training in Risk Assessment, Core Probation Skills, Domestic Violence, Sexual Offending, Mental Health, Cultural Awareness, Substance Misuse and Probation practices/policies.

## 2.2 Other targets

Action	Associated Strategic Pillar	Target Timeframe
Complete and Publish Probation Service Policy on Victims	<i>Strengthening Collaboration and Engagement</i>	Q1
Develop a Marketing and Communications Strategy	<i>Modernising our Approach</i>	Q2
Complete evidence review of Community Service policy and models of practice	<i>Enhancing Community Safety</i>	Q1
Commence review of Community Service operating model		Q4
Review and revise Domestic Violence Policy and Guidelines	<i>Enhancing Community Safety</i>	Q1
Review all policy and procedure documents relating to working with sexual offenders		Q4
Develop protocols with Parole Board for management of parolees	<i>Enhancing Community Safety</i>	Q2
Develop a Restorative Justice Action Plan to progress the options and objectives identified in the RJ paper (2021)	<i>Strengthening Collaboration and Engagement</i>	Q2
Develop an Offender Supervision Framework Manual of Practice	<i>Promoting Inclusion</i>	Q2

## 2.3 Principal risks to achievement of targets

The main potential risks to achievement of the targets set out in this Agreement, and the corresponding mitigation measures that have been or will be put in place, are set out below.

Risk	Mitigations
Insufficient staffing levels to deliver on the Service's public safety agenda	<ul style="list-style-type: none"> <li>• Ongoing liaison with DoJ HR Division</li> <li>• Negotiations with DoJ to implement recruitment processes as required</li> <li>• Ongoing engagement with DoJ to expedite security clearance for new staff</li> </ul>
Failure to meet statutory obligations under Community Service legislation and failure to address backlog of Community Service Orders due to COVID 19 pandemic	<ul style="list-style-type: none"> <li>• Working Group established to review operation of Community Service</li> <li>• Engagement with key stakeholders including judiciary</li> <li>• Availability of Integrated Community Service nationally</li> </ul>

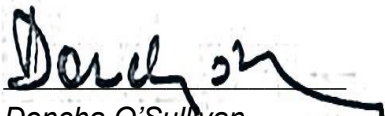
<p>Failure to develop and futureproof a 'fit for purpose' case management system (CMS) could adversely impact on service delivery and compliance with data management strategies and data interoperability</p>	<ul style="list-style-type: none"> <li>• Procedures in place to develop fixes to ensure the ongoing operability of CMS overseen by the Business Process Group who meet on a quarterly basis</li> <li>• Business Support and Development Director liaising with DoJ's Change, Technology &amp; Innovation (CTI) Function on the development of a new CMS</li> </ul>
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**2.4 Amendment of targets**

In exceptional circumstances it may become necessary to amend one or more targets over the course of this Agreement. Where either party believes this may be necessary, they will consult with the other party with a view to agreeing any appropriate changes as soon as practicable.

**3. Duration and signatories to the Agreement**

Doncha O'Sullivan, Assistant Secretary, Department of Justice, and Mark Wilson, Director, Probation Service, affirm that this Agreement shall be in effect until 31<sup>st</sup> December 2022.



*Doncha O'Sullivan*  
*Assistant Secretary*  
*Department of Justice*



*Mark Wilson*  
*Director*  
*Probation Service*

**Date: 30<sup>th</sup> March 2022**