



An Roinn Dlí agus Cirt
Department of Justice



An tSeirbhís Phromhaidh
The Probation Service

Department of Justice

Probation Service

Performance Delivery Agreement 2023

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 2023. 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 multiannual Oversight Agreement.

1.2 Inputs

1.2.1 Financial Inputs

The following table summarises the Probation Service's budget allocation for 2023.

Expenditure	Allocation
A7-salaries, wages & allowances	€ 27,014
A8-operating expenses	€4,785
A9-services to offenders	€18,532
A10-community service order scheme	€3,257
Total	€53,588

1.2.2 Staffing

The following table sets out the Probation Service's whole-time equivalent (WTE) staffing levels as at 1st March 2023.

Grade	WTE
Director	1
Deputy Director	3
Principal Officer	1
Assistant Director	1
Regional Manager	13
Senior Probation Officer	45.7
Probation Officer	230.3
Professional Accountant	1
Assistant Principal	5
Statistician	1
Administrative Officer	1
Higher Executive Officer	5.6
Executive Officer	15.6
Clerical Officer	47.2
Service Officer	2
Community Service Supervisor	46
Total	419.40

2. Performance Targets

The following are the principal targets that will be referenced in 2023 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	2023 target	2022 target	2022 outturn	2021 target	2021 outturn
Court-ordered Pre-Sanction Assessment Reports	% of Adult PSARs submitted within 8 weeks	Enhancing Community Safety	70%	70%	54%	-	-
	% of Young Person PSARs submitted within 28 days		100%	100%	100%	100%	100%
Assessments of offenders for the Parole Board	% of assessment reports submitted to the Parole Board within 12 weeks	Enhancing Community Safety	80%	100%	58%	-	-
Efficient and effective delivery of Community Service Scheme	% of Community Service assessments completed as Same Day Assessments	Enhancing Community Safety	20%	15%	16%	10%	9%
Delivery of services through Community Based Organisations (CBOs)	Probation Service clients engaged with by core funded Adult and all Young Persons Probation (YPP) CBOs: % of SLA target numbers met*	Strengthening Collaboration and Engagement	90%	80%	87%	-	-
Supporting sentence management and reintegration of imprisoned offenders	Engage with prisoners in custody	Enhancing Community Safety	2,700	2,500	2,882	2,000	2,730
	Community Return successful completion rate	Enhancing Community Safety	90%	90%	91%	85%	95%
Risk-based approach to supervision	Use of SORAM to manage sex offenders who are assessed as moderate or high risk	Enhancing Community Safety	100%	100%	100%	100%	100%
Victim services	% of victim queries responded to within two working days	Strengthening Collaboration and Engagement	100%	100%	100%	100%	100%
Staff induction, training and ongoing professional development	Internal training events delivered to front line staff**	Empowering our Team	97	75	97	85	82
	% of new Probation Officers inducted within 4 months of commencing employment	Empowering our Team	95%	90%	95%	95%	95%

*Core funded Adult and all Young Persons Probation (YPP) Community Based Organisations represents 77% of the Services to Offenders 2022 budget allocation (subhead A9) of €18,532,000.

** 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 31 actions as set out in the Communications & Engagement Strategy 2022 – 2023	<i>Modernising our Approach</i>	Q4
Prepare an action plan arising from the community service operational review	<i>Enhancing Community Safety</i>	Q1
Offender Supervision Framework Manual of Practice: <ul style="list-style-type: none"> - All frontline staff trained in new risk assessment LS/CMI (Level of Service/Case Management Inventory) - 25 % of frontline staff trained in the Irish Offender Supervision Framework 	<i>Promoting Inclusion</i>	Q2 Q4
Produce an options paper on mechanisms to engage the voice and lived experience of service users in the work of the Probation Service and progress the preferred option(s).	<i>Strengthening Collaboration and Engagement</i>	Q2
Develop roadmap with key milestones to ensure the Service maximises its use of data	<i>Modernising our Approach</i>	Q2
Commission independent evaluation and review of Community Based Organisations funded by the Probation Service Produce a report and recommendations for consideration	<i>Strengthening Collaboration and Engagement</i>	Q1 Q4
Develop diversity-sensitive guidance document for staff in relation to marginalised populations who are disproportionately represented among those who offend or may be at risk	<i>Promoting Inclusion</i>	Q3
Publish a three year mental health action plan (2023-2025) to deliver on relevant recommendations of the High Level Task Force on Mental Health and Addiction Challenges and the Probation Service research 'Moving Forward Together: Mental Health among people supervised by the Probation Service'	<i>Empowering our Team</i>	Q2
Workforce Planning Strategy 2023 produced	<i>Empowering our Team</i>	Q1
In partnership with the Irish Prison Service undertake a review of the Community Return Programme to include a focus on measuring the key outcomes for participants.	<i>Enhancing Community Safety</i>	Q4

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
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<p>Insufficient staffing levels to deliver on the Service's public safety agenda</p>	<ul style="list-style-type: none"> • Ongoing engagement with Department's HR division and negotiations to implement recruitment processes as required • Engagement with DOJ to expedite security clearance for staff • Ongoing monitoring of resource requirements through continuous examination of operational data (HR & Operations)
<p>Failure to develop and futureproof a 'fit for purpose' case tracking system (CTS) could adversely impact on service delivery and compliance with data management strategies and data interoperability</p>	<ul style="list-style-type: none"> • Matter raised as a priority issue with DOJ regarding the development of a new CTS • Submission of a Business Case/PoP on the development of a new CTS to DOJ Change Technology & Innovation Division (CTI) and to PMO/ PoP Review Group • Procedures in place to ensure the ongoing operability of CTS overseen by the Business Process Group who meet on a quarterly basis
<p>Failure to have agreed structures in place with DOJ Change Technology & Innovation Division (CTI) to progress ICT developments necessary to meet service needs</p>	<ul style="list-style-type: none"> • Service Level Agreement with CTI in place • Remote ICT capacity including provision of hardware, mobile phones and video platform technology • 'Business as Usual' meeting structures/ ICT committees in place.eg APEX • Ongoing and timely engagement in place with CTI to manage all ICT development projects

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

Carole Sullivan, Acting Assistant Secretary, Department of Justice, and Mark Wilson, Director, Probation Service, affirm that this Agreement will be in effect until 31st December 2023.



Carole Sullivan
Assistant Secretary (Acting)
Department of Justice



Mark Wilson
Director
Probation Service

Date: 7th March 2023