



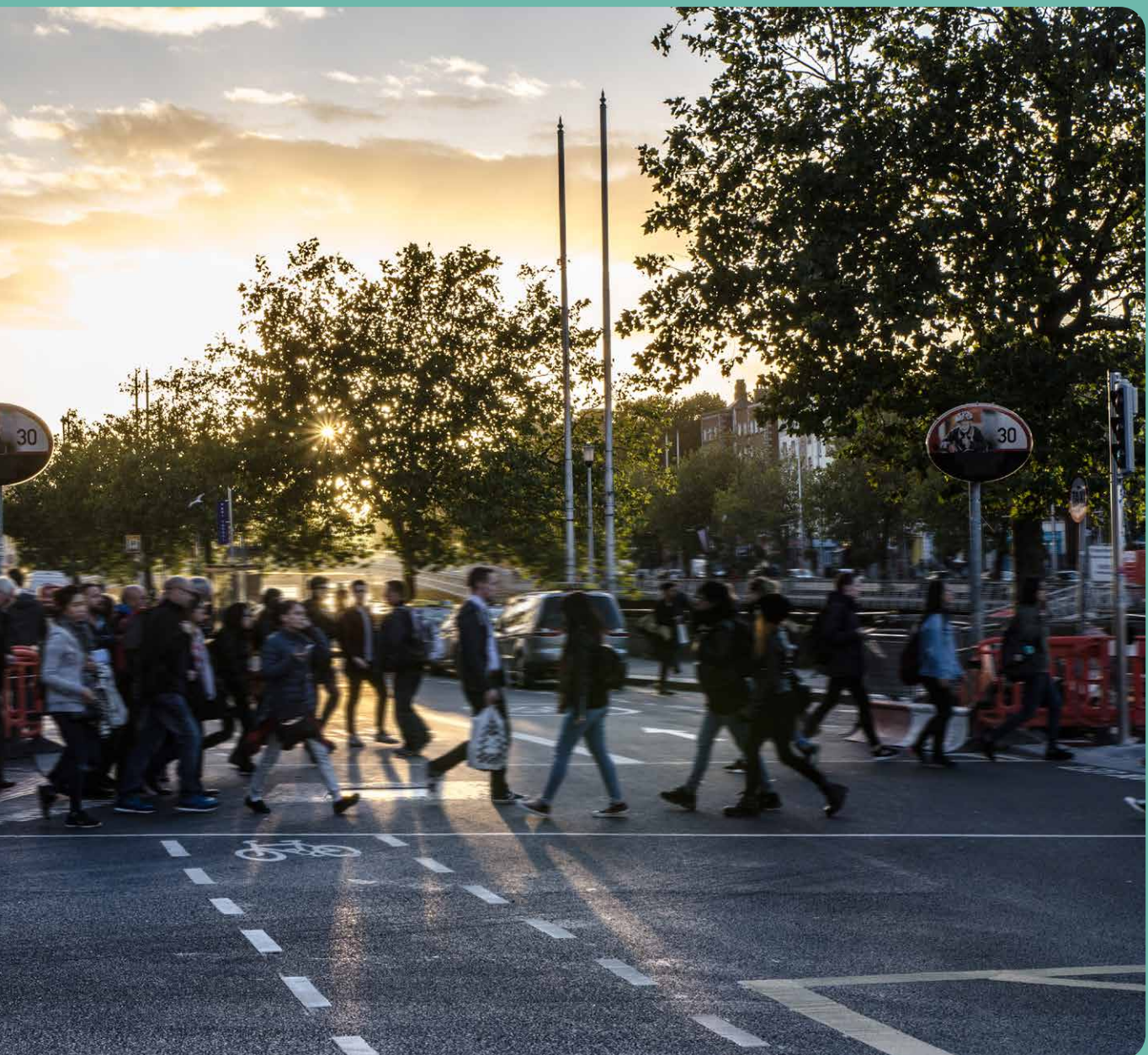
An tSeirbhís Phromhaidh
The Probation Service

Probation Service

Annual Report 2025



This report highlights our efforts and achievements in meeting our primary objectives and priorities as an executive agency within the Department of Justice, Home Affairs and Migration.



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Foreword & Introduction



Una Doyle
Director (Acting)

I am delighted to present the 2025 Annual Report of the Probation Service to the Minister for Justice, Home Affairs and Migration, Jim O'Callaghan, TD. This report sets out the work and performance of the Service during 2025 against our key objectives and priorities.

The Probation Service makes a unique contribution to the Criminal Justice System by implementing a range of supervised community sanctions. As a national organisation with services delivered locally, our staff operate in more than 50 locations. We work in the community, in prisons, with adults and children, and at all levels of the criminal courts.

In 2025 we worked with 17,686 people in the community. 8,614 persons were referred to the Service from courts nationwide. We completed 11,760 Probation Assessment Reports and 1,892 Community Service Assessment Reports. We also engaged with 3,785 persons in prison.

Two very significant plans were published by the Service in 2025: the *Community Service New Directions Implementation Plan 2025–2027*, and the *Restorative Justice Action Plan 2025–2027, Restoring Relationships: Repairing Harm and Empowering Voices through Restorative Justice*. Both plans aim to increase the visibility, value, consistency and use of community sanctions.

Throughout 2025 we continued working collaboratively with our criminal justice partners, ensuring our strategic priorities were aligned and integrated with those of the wider criminal justice system. To this end, we worked closely with our colleagues in An Garda Síochána, the Irish Prison Service, the Courts Service, the Parole Board, Oberstown Children Detention Campus and the Department of Justice, Home Affairs and Migration to further improve outcomes in the management, rehabilitation and reintegration of our clients. Through our *Judicial Engagement Strategy 2024-2026*, we also engaged with members of the judiciary to further develop service provision to the Courts nationwide.

The Probation Service is and always has been a community-facing organisation. Recognising the added value the community and voluntary sector bring to our work, in 2025 the Probation Service, through the Department, provided funding of more than €21m to a range of Community Based Organisations (CBOs). These organisations work alongside the Service to provide a diverse range of services, addressing offending behaviour while supporting sustainable change and reintegration.

As a Service, we constantly strive to remain effective and responsive to new and emerging needs, as well as keeping informed on developments in probation practice. Our ongoing commitment to continuous professional development is demonstrated through our annual programme of staff learning and development. Central to this in 2025 was the training and ongoing support for staff in the implementation of the Irish Probation Framework (IPF), a bespoke model of probation practice for Ireland, created to ensure our work is evidence informed, and bench-marked against best international probation practice. 180 Probation Officers and Senior Probation Officers were trained in IPF in 2025. We also upgraded and added to our suite of risk assessment instruments, which strengthens the Service's capacity to respond to complex and evolving patterns of offending.

Recruitment competitions resulted in 72 new entrants to the Service in 2025, bringing the total number of staff to 522 by year end. Among those were Probation Assistants, a role introduced in 2023 as part of a strategy to increase Service capacity and efficiency. By the end of the year, there were 51 Probation Assistants working to support the delivery of front-line services across the country.

In 2025, we wished several staff well on their retirement. Mark Wilson, Director of the Probation Service retired in September 2025 and Mark's contribution to the ongoing development of the Probation Service is recognised.

Finally, I would like to acknowledge the dedication and commitment of all our staff in delivering high quality services. I would also like to thank our stakeholders, in particular the Department of Justice, Home Affairs and Migration, for their ongoing support.



Una Doyle
Director (Acting)

About Us

The Probation Service is an executive agency of the Department of Justice, Home and Migration, responsible for the supervision and management of people in the community who have offended. Its focus is on compiling detailed probation assessments and reports for the judiciary and ensuring court ordered sanctions are implemented.

At the core of the Service's ethos and vision is the belief that people who have offended can change their behaviour; the Probation Service is instrumental in helping these individuals to make positive changes and desist from further offending, through rigorous assessment, effective supervision and intervention. This work is carried out in line with the Service's key values of accountability, collaboration, compassion, empowerment and inclusivity.

The Probation Service's core functions span four key areas:

- Assessment, supervision and sentence management of persons referred
- Community Service and Community Return Schemes
- Young Peoples Probation (YPP)
- Community Partner Initiatives (including funding CBOs)

Building and maintaining positive relationships with clients is one of the most important ways the Probation Service carries out this work, in close partnership with agencies across the criminal justice system, including the Department of Justice, Home Affairs and Migration, the Courts Service, the Irish Prison Service, An Garda Síochána, the Parole Board, Departments of Housing, Health and the Health Service Executive.

Working with Community Based Organisations (CBOs) throughout Ireland is another key aspect of the work of the Probation Service; more than 60 CBOs are embedded in local communities nationwide, to deliver programmes on addiction, counselling, restorative justice, life skills, education and training pathways.



These key partnerships are among the many factors contributing to the success of the work of the Probation Service as it seeks to progress its mission, to create:

Safer and more inclusive communities where offending and its causes are addressed.

The Probation Service is a national organisation, with more than 35 community-based offices nationwide and a presence in every county. Its programmes are delivered locally by providing services to the courts, custodial institutions, and communities across the country.

Crucially, these services are informed by social work practice, and delivered by highly trained and experienced Probation Officers, all of whom have specialised expertise in working with people who have offended, and in assessing and managing client risk. This expertise underpins all aspects

of the work of the Service, and as a result the recruitment and retention of talented individuals with the relevant training, skills and expertise is a key priority for the organisation: their presence directly affects the Service's ability to continue to provide essential services and optimal outcomes for clients.

Overall staffing levels increased by 23 people in the year 2025, or just under 5%, and stood at 522 by year's end. Among those hired from a number of competitions were:

- Probation Officers
- Senior Probation Officers
- Probation Assistants
- Community Service Supervisors
- A Learning and Development expert
- Business Support administrators.

Actions and Impact – 2025's Key Achievements

2025 in Numbers



Persons dealt
with in the
community

17,686



Probation
Reports
completed

11,760



Community Service
Assessments
completed

1,892¹



People engaged
with in prison

3,785



Orders made for Post
Custody Supervision by
the Probation Service

1,106



Assessments for
the Parole Board

104



Persons commenced
Community Return

190



People convicted of
sexual offences
supervised in the
community

709



Life sentenced
prisoners supervised
in the community

132

¹ 1,345 + 373 Same Day Reports + 174 Fines Act Reports

1,734

Community Service Orders
managed, totalling:



223,259

Hours of community
service work in lieu of



898

Years in prison,
resulting in



€3M

€3 million worth of unpaid
work for the benefit of
communities nationwide²

Profile 2025 Referrals



19%

Female

81%

Male

6%

Under-18

94%

18+

Top 6 Offences Resulting in Referrals to the Probation Service



1. Theft

4. Public Order

2. Assault

5. Road Traffic

3. Drug Offences

6. Burglary

Representing 77% of all referrals

12 months

Duration of the most frequently
imposed Probation Order



129 hours

Average length of
Community Service Orders



² Based on the minimum wage in 2025 (€13.50 an hour and the total number of Community Service Hours), the amount is €3,013,997

The Five Key Pillars of the Probation Service

The five key pillars that embody the strategic focus of the Service are:

1. Enhancing Community Safety
2. Empowering Staff
3. Building Collaboration and Engagement
4. Enabling Social Inclusion
5. Future-proofing Our Service

Each strategic pillar has a set of high-level goals and measurable outcomes aligned with its delivery, which were a driving force in the work of the Service in 2025, as outlined in this Annual Report. They will continue to drive operational activities until the end of 2026.

The pillars were established under the Probation Service's **Statement of Strategy 2024–2026: *Changing Lives in Our Communities for Safer Futures***, which set out its vision for achieving “safer and more inclusive communities” across Ireland.

The Statement of Strategy was informed by consultation and feedback from staff and stakeholders, including the Department of Justice, Home Affairs and Migration, multi-agency partners from across the criminal justice system, Community Based Organisations, and people with lived experience of the criminal justice system.

It reaffirmed the values of the Service, which are:



The work of the Service is guided by European Probation rules and the Public Sector Duty in Ireland, as well as principles of human rights and equality. These in turn helped the five strategic pillars contained in the Statement of Strategy to emerge.

The Probation Service's Strategic Pillars



Pillar 1:
**Enhancing
Community
Safety**



Pillar 2:
**Empowering
Our Staff**



Pillar 3:
**Building
Collaboration &
Engagement**



Pillar 4:
**Enabling Social
Inclusion**



Pillar 5:
**Future-proofing
Our Service**

Pillar 1

Enhancing Community Safety



Enhancing Community Safety

Enhancing community safety remains the central focus of the Probation Service's work. Throughout 2025, the Service continued to strengthen its approach to risk assessment, supervision and multi-agency collaboration, ensuring that its interventions are responsive to emerging trends in offending, aligned with best practice, and focused on reducing harm.



Probation Staff Helen Redmond and Derry Gahan, Kilkenny County Council staff Fiona Deegan, Bernadette Moloney and Michael Roche, in Kilkenny, in February

Goal 1

In supporting desistance, strengthen the quality of community-based supervision, in response to changes in emerging crime trends, client risk and need, and community involvement.

A key priority during 2025 was the enhancement of assessment and **risk management** practices. Following a period of consultation and review, a revised Risk of Serious Harm (ROSH) tool was finalised and approved in June 2025 for implementation by staff across the Service. The framework supports staff in predicting, identifying and managing the likelihood of an individual causing serious harm through violent offending. This structured, evidence-informed approach enables more consistent and informed decision-making in both sentencing and supervision contexts. Training on the revised tool was delivered across the Service during the final quarter of the year.

In addition, the Service introduced the **Stalking Assessment and Management (SAM)** process. SAM is a professional judgement tool used by

law enforcement, mental health and security professionals, to evaluate and mitigate the risks posed by stalking, by considering 30 different variable risk factors, relating to perpetrator behaviour, victim vulnerability and situational dynamics. Its introduction in late 2025 strengthens the Service's capacity to respond to complex and evolving patterns of offending.

The Probation Service continued to work collaboratively throughout 2025 with Cuan, the National Protective Services Bureau of An Garda Síochána, and community-based organisations MOVE Ireland and MEND, to advance our shared actions in the *Third Strategy on Domestic, Sexual and Gender-Based Violence (2022–2026)*. As part of the Probation Service's work with harm doers and victims of intimate partner violence, assessments were conducted including the application of the SARA Risk Assessment tool, along with the supervision of persons who are placed on court-ordered supervision for domestic violence related offences.

Goal 2

In keeping with the impending Criminal Justice (Community Sanctions) Bill, revise and extend the range of community sanctions and measures that are public safety focused, client orientated and victim sensitive.

The publication of the **Community Service: New Directions Implementation Plan 2025–2027** in April 2025 marked a significant step in strengthening Community Service as an effective alternative to custody. The plan is a comprehensive roadmap devised to strengthen the delivery of Community Service as a robust sanction nationwide, supporting a reduction in offending, while promoting community reintegration.

Key objectives of the New Directions implementation plan include increasing judicial confidence in Community Service, reducing short-term imprisonment, strengthening operational consistency, and promoting community ownership of reparation. The plan also emphasises improved outcomes and pathways for participants, alongside a strong focus on evaluation, accountability and value for money.



A key Community Service project at the Pumping Station Fairy Garden in Dundalk, County Louth

Its implementation includes the establishment of dedicated Community Service hubs in four regions nationwide, and the introduction of a new role: Community Service Manager (CSM), which sees the role-holder leading on the development of local and regional partnerships and initiatives.

To support the roll out of the New Directions plan, five **cross-directorate subgroups** were established during 2025, each with defined responsibilities across areas such as governance, communications, business development, data and operational processes. These groups will drive delivery over the three-year implementation period.

The co-existence of victim sensitivity and a client-orientated approach is at the heart of all community sanction-based efforts to ensure public safety.

With that in mind, the **Restorative Justice Action Plan 2025–2027** was published in May 2025. The plan's aim is to make restorative justice a cornerstone of rehabilitative efforts across the Justice sector. In 2025, the Restorative Justice and Victim Services Unit (RJVSU) collaborated with the Community Service team in Dublin on a Dublin-based pilot project, to introduce clients on Community Service Orders to the concept of restorative justice.

The pilot's aim is to foster an understanding of victim empathy and increased awareness of the impact of offending among those taking part. Throughout 2025, victim empathy workshops were facilitated across the Dublin region. Feedback responses were exclusively positive and demonstrate learning from the participants, with 100% of respondents reporting an increased knowledge of both restorative justice and victim empathy.

Work was also carried out in 2025 to expand the Service's overall portfolio of restorative justice programmes. Fourteen organisations were allocated funding to support this expansion, and an Expression of Interest (EOI) competition ran for the establishment of project workers in regions including Sligo, Donegal, Monaghan and Cavan. The successful applicant in these regions was Le Chéile.

Driving engagement and knowledge sharing between providers was also a priority in 2025; representatives from relevant CBOs and the Probation Service met

frequently throughout the year, to discuss best practice guidelines, restorative justice programme expansion and the improvement of referral pathways between both groups.

A dedicated, cross-sectoral **restorative justice forum** also convened throughout the year, to discuss the training of front-line staff, the latest national and international research on restorative justice, and the establishment of standardised cross-sectoral data collection. The forum's members include representatives from the Probation Service, the Irish Prison Service, the Director of Public Prosecutions, the Courts Service, the Department of Justice, Home Affairs and Migration, Oberstown Children Detention Campus, the Parole Board, the National Forensic Mental Health Service and An Garda Síochána.



Community Service site at St. Mary's Health Campus, Gurrana Braher, Cork city

Goal 3

Strengthen and further develop our approach to throughcare for those subject to Probation Service supervision on release from prison and Oberstown Children Detention Centre.

In 2025, the Probation Service continued to work with people in all prison settings, subject to post-release Probation Service supervision, to plan for their release and support their transition, reintegration and management in the community. Developing and expanding targeted intervention measures to address the needs of specific groups was a priority, in particular improving outcomes for female prisoners via the expansion of the **Supervised Temporary Release Pilot Programme** for women in Limerick Prison. This was the second year of the programme, under which there were 50 releases supported by assertive outreach by the end of 2025.

A unique aspect of the initiative is that it provides continuity of supervision spanning from each woman's time in custody, right

through to her return into the community incorporating both through-care and assertive outreach approaches. In June, eligibility criteria were expanded, allowing women with 12 months left to serve to apply for the programme.

Separately, within **Young Persons Probation (YPP)**, new standards were developed to support the inspection and certification of Day Centres, under Section 118 of the Children Act 2001 (as amended). The standards focus on ensuring robust governance, safeguarding, programme quality and staff competencies in all five centres.

Collaboration with all youth justice partners continued in 2025, in line with the *Youth Justice Strategy: 2021-2027*. Throughout the year, in accordance with section 207 of the Children Act, the Probation Service collaborated with Oberstown Children Detention Campus on the provision of early community supervision for children being considered for release, and supporting those children who were released as they returned to their communities.

Goal 4

Align and strengthen our multi-agency work processes, prioritising risk of harm.

Multi-agency collaboration is a key component of ensuring and increasing community safety; one example of this is the **Joint Agency Response to Crime (JARC)**. JARC is a strategic collaboration between three key partners: the Probation Service, An Garda Síochána, and the Irish Prison Service. Its aim is to reduce crime through intervention, rehabilitation, and the close monitoring of prolific offenders.

2025 saw the initiative expand to include a revised framework, JARC 2.0, rolled out in selected pilot locations, Wicklow and Wexford. This revised model strengthens the collaboration already in place between the Probation Service and An Garda Síochána in managing persistent offenders, with a focus on targeted intervention and coordinated risk management.

Key features of the new framework include the fact that selection for inclusion is based on an individual's impact on community safety and their pattern of offending, rather than the specific category of the offence committed.

In 2025, the Probation Service also introduced new guidelines for the management of **life sentenced prisoners and parolees**. These guidelines were developed through extensive consultation and are supported by training and information sessions for staff. Staff consultation took the form of regional focus groups with both Prisons and Community teams, while service user feedback was sought through engagement with life sentenced prisoners both in custody and under probation supervision in the community.

A revised **Protocol between the Probation Service and the Irish Prison Service: Victims of Crime** was also established in collaboration with the Irish Prison Service, strengthening the coordination of communication with victims and ensuring a more consistent and responsive approach across agencies.

During 2025, the Service expanded its response to road traffic offending, which remains a significant category, accounting for almost a fifth of Community Service referrals.

Increased investment supported the national expansion of the **Pro Social Ireland Drivers Programme**, a structured intervention designed to address attitudes and behaviours associated with dangerous driving. The programme focuses on reducing reoffending, improving awareness and contributing to safer roads.

This work reflects the Service's broader commitment to developing targeted, evidence-informed responses to specific offence types, ensuring that interventions are proportionate, effective and aligned with wider public safety objectives.



Staff from An Garda Síochána in Counties Wexford and Wicklow, alongside Probation Service colleagues from both counties, at JARC 2.0 training in September 2025

Pillar 2

Empowering Our Staff



Empowering Our Staff

The effectiveness of the Probation Service is fundamentally dependent on the capability, wellbeing and engagement of its staff. Throughout 2025, significant progress was made in strengthening professional practices, supporting staff development, and fostering a positive and resilient working environment.

Goal 1

Fully embed our evidence-informed model of client supervision, the Irish Probation Framework, to ensure we operate consistently, effectively and to the highest professional standards across all aspects of our work.

The Irish Probation Framework (IPF) is an evidence-informed model of probation supervision, designed by the Probation Service in collaboration with international experts, and implemented on a phased basis, across the country, beginning in 2024. The Framework provides a consistent approach to assessment, intervention and case management, supporting high standards of professional practice across all areas of work.

Throughout 2025, more than 180 staff received training as the implementation of the IPF continued to phases 2 and 3.

To support implementation, **Communities of Practice** were established nationwide. These forums provide structured opportunities for staff to reflect on professional experiences, sharing knowledge and insight and exploring how best to meet client needs under the new Framework.

In total, 36 Communities of Practice were facilitated during 2025, with over 300 staff participating.

A cross-grade, organisation-wide **IPF National Implementation Team** was established, ensuring that both opportunities and challenges in implementation were identified and addressed, in partnership with those actively involved in its delivery to clients.

As part of the implementation process, training was delivered to 31 Senior Probation Officers, via a bespoke coaching and staff supervision programme developed in partnership with Ulster University. The programme focused on professional supervision, reflective practice, leadership and coaching, to supporting the consistent application of the Framework, ensuring supervisors are equipped to support front-line staff in the delivery of Service.

A Leadership Development Programme was also designed and delivered in partnership with Ulster University, focused on aligning management practice with the Irish Probation Framework. The programme was tailored specifically for senior management at the grade of Assistant Principal Probation Officer.



Goal 2

Prioritise a positive working environment, building resilience and promoting positive measures to make us an employer of choice.

The Service introduced a **Work Positive Survey** in 2025, providing a structured approach to assessing psychosocial risks and supporting staff wellbeing. The survey, delivered anonymously to all staff, generated one of the highest response rates of any staff survey conducted within the Service and provided valuable insights into workplace experiences.

The survey was developed by three groups: the State Claims Agency, the Health and Safety Authority, and Critical Incident Stress Management Network Ireland. It's a risk assessment framework aimed at supporting the health and safety of staff whose work exposes them to work-related stress and critical incidents.

Findings from the survey have since informed a range of initiatives, including the introduction of regional conferences, the development of a wellbeing calendar, and the increased visibility of supports such as the Employee Assistance Programme. These actions reflect a commitment to creating a supportive and responsive work environment across all roles, grades and units with the Probation Service.

Regional conferences were introduced to strengthen communication, collaboration and team cohesion across the organisation. These events brought together staff from different grades and locations, providing opportunities for shared learning, discussion and engagement on key areas of practice.

Goal 3

Build capacity through resource planning, good governance and innovation that is responsive to changing needs, embracing diversity and lived experience.

Developing and **expanding the workforce** remained a key focus throughout 2025. Staffing levels increased from 499 in 2024 to 522 by year-end, supported by 72 new recruits across a range of grades, including Assistant Principal Probation Officers, Senior Probation Officers, and Probation Officers.

Among the 72 were 20 new Probation Assistants, bringing their overall number to

48 since the introduction of the grade, in 2023. Probation Assistants provide additional support and capacity to Probation teams and in turn, improve service delivery to clients across a range of activities including assisting in managing the supervision of persons on Community Service Orders, and monitoring those assessed as low-risk.

Comprehensive **induction and onboarding programmes** were delivered to all new entrants, ensuring that staff are equipped with the knowledge, skills and understanding required to operate effectively within the Service. These programmes also reinforce organisational values and support integration into the workplace.

Finally, the South-West region was restructured, with a dedicated Cork region established under a new Regional Manager. An additional team was added and the four teams were allocated specific geographic areas. The revised structure reflects the increased demand for assessment and supervision in the Munster area. Similarly, in response to

increased numbers of clients in prison, both Mountjoy and Midlands Prison teams were divided in 2025, to create a dedicated team focussed on sexual offence cohorts in each campus.

A full overview of staffing in 2025 can be found in Appendix 4, on page 73.

Goal 4

Broaden opportunities for staff development and engagement, encouraging innovation and creativity in the workplace

In 2025, Probation Service staff were able to avail of a wide range of professional development programmes throughout the year, supporting the maintenance and growth of professional expertise and confidence in practice.

Training was delivered across a range of key areas including risk assessment, restorative justice, cultural competence, and working with diverse client groups. A range of programmes were also available for corporate and administrative staff, including bespoke training on professional minute taking for meetings and events.

In addition to formal training programmes, the Learning and Organisational Development Unit facilitated a series of shorter 'Brunch and Learn' sessions, providing accessible, topical learning opportunities for staff across the organisation. Topics included healthy sexuality, disability awareness and gender-based violence.

The establishment and launch of a **National Senior Probation Officer Forum** in December 2025 provided an additional platform for collaboration and shared learning. These forums support the exchange of experience and insight across regions, contributing to more consistent and informed approaches to management and practice.



Probation Officers, Louise Bamber; Conor Kelly; Niamh Dooley, Eoin Gleeson; Lauren Byrne; Lesley Conaghan from the Dublin Court Liaison Team, in Portlaoise in December



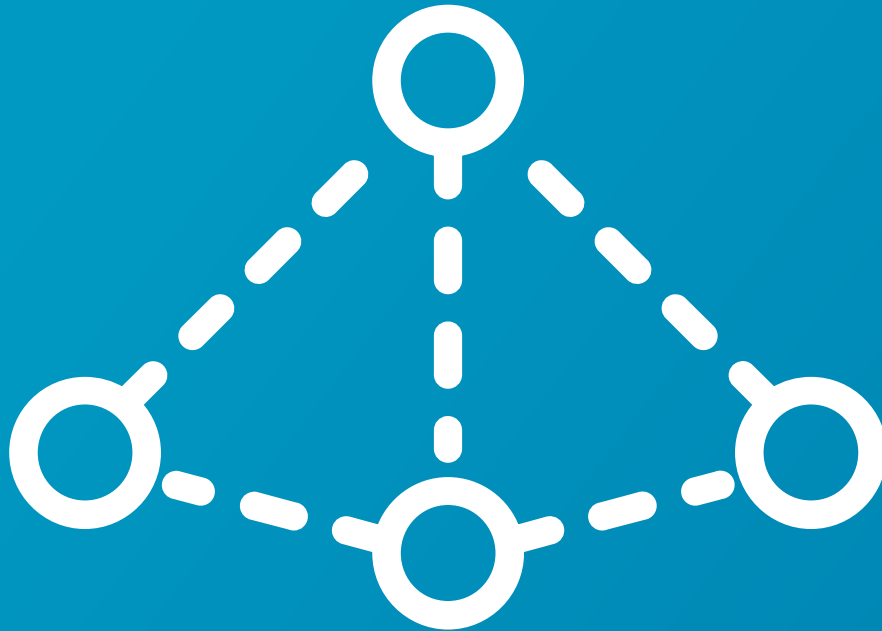
Probation Staff taking part in an Irish Probation Framework training workshop, in Limerick



Senior Probation Officers Pictured at first Senior Probation Officers forum, in Portlaoise in November

Pillar 3

Building Collaboration and Engagement



Building Collaboration and Engagement

The Probation Service operates within a complex and interconnected criminal justice environment. Effective collaboration with statutory partners, community organisations and wider stakeholders is essential to delivering coordinated responses to offending behaviour and achieving sustainable outcomes for all involved.

Throughout 2025, the Service continued to strengthen and deepen these relationships, with a particular focus on improving information sharing, and supporting integrated service delivery across the justice system and beyond.

Goal 1

Actively engage with the Department of Justice, Home Affairs and Migration and criminal justice partners to maximise the effectiveness of supervised community sanctions and measures in achieving a safer and fairer Ireland.

The Probation Service maintains close operational and strategic relationships with key criminal justice partners, including the Courts Service, An Garda Síochána, the Irish Prison Service, the Parole Board, and the Department of Justice, Home Affairs and Migration. This collaboration ensures a consistent and joined-up approach to risk management, sentencing, supervision and reintegration.

2025 saw a review of the **Joint Protocol for the Management of Parolees in the Community**, led by many of these key partners (the Parole Board, the Probation Service, the Irish Prison Service, and An Garda Síochána). The review came as part of a broader effort to modernise supervision, improve inter-agency communication, and boost public safety. The

review focuses on formalising information sharing between the Gardaí, Probation Service, and Irish Prison Service to support the reintegration of prisoners while managing risks within the community. The 2025 review of the protocol aligns with strengthened measures and a renewed focus on keeping victims engaged and informed in the process of offender reintegration.

The Probation Service also engaged with the Department of Justice, Home Affairs and Migration on **penal policy**, particularly the promotion of community sanctions and rehabilitation, with a view towards addressing prison overcrowding. This includes the **expansion of Community Service Orders**, under the pending Criminal Law, Civil Law and Defence Bill (Miscellaneous Provisions) of 2026. The resulting legislation will mean courts are obliged to consider community service in lieu of prison sentences of up to 24 months. It will also double the maximum hours of unpaid work hours which can be applied, from 240 to 480.

Collaboration with the judiciary was also a key feature of the Probation Service's engagement efforts throughout the year. 2025 marked the rollout of phase 2 of the Service's **Judicial Engagement Plan 2024– 2026**, with a focus on expanding collaboration at District and Higher Court level, following a prioritisation of the

District and Circuit courts the year before. The plan's aim is to strengthen collaboration with judicial partners, by promoting community sanctions as viable alternatives to custody. It was developed in response to the growing demand for pre-sanction reports, and aims to increase awareness among the judiciary of the Probation Service's capacity and expertise to assess, supervise and deliver community-based sanctions, including post-custody orders.

In 2025, the Service also became one of 16 signatories of a new **Juvenile Protocol to Expedite Cases of Murder or Rape involving Victims and Defendants Under 18 Years of Age**. Under this Protocol, the signatories have agreed on the timeframe of 52 weeks

as a goal for cases involving children to be investigated and finalised. The Protocol also seeks to promote key strategies for reducing the harmful effects of contact with the criminal justice system on children, and to minimise the stress and emotional impact of the system on said children. The Protocol was developed by representatives of agencies, organisations and the judiciary, chaired by Ms Justice Caroline Biggs of the Central Criminal Court.



Goal 2

Work with our network of Community Based Organisations to further develop and deliver dynamic services that are responsive to the needs of a modern probation service.

In 2025, the Service continued to invest in and strengthen its relationships with **Community Based Organisations (CBOs)**, recognising their critical role in providing specialist interventions and supporting client rehabilitation.

CBOs serve as a national network of Probation Service funded organisations, delivering programmes in areas such as addiction, mental health, restorative justice, education, employment support and family services.

The Probation Service continued implementing recommendations from the *Report on the Review of the Probation Service Funding Programme for Community Based Organisations* in 2025.

The recommendations included the provision of governance training for CBO representatives, and the consideration of the role of Probation Service representatives on the Boards of CBOs nationwide.

As part of this, governance training was facilitated by the Carmichael Centre for Voluntary Organisations, tailored specifically for CBO staff and Board Members. The course comprised four modules, which covered: roles and responsibilities of Board Members, best practice financial management and accountability, legal and regulatory Compliance, and risk management. To accommodate attendees from outside Dublin, and Board Members, the course was delivered online to more than 100 participants in 2025.

Four consultative forum meetings were held with CBO representatives in 2025. The forums were established in 2024 as a formal process of engagement between CBO representatives and the Probation Service. It also serves to enhance networking opportunities and outcomes between CBOs.

This goal was further achieved by the CBO Summit, held in October in 2025, and attended by representatives from 60 Community Based Organisations from across Ireland. The event featured a keynote speech from the Minister for Justice, Home Affairs and Migration, Jim O’Callaghan TD.

The Summit provided a key opportunity to strengthen relationships across the sector and attendees heard from speakers on behalf of organisations like PACE, Spéire Nua, Tosú, Deonach, the Irish Red Cross and EQUAL Ireland, along with academic representatives Dr. Katharina Swirak and Dr. Alison Coyne. Lived Experience representatives John Ryan and Vanessa Daly spoke about their work with the Irish Red Cross and Deonach respectively, and the LEAD project (For more on the LEAD project, see Pillar 4, Goal 2).

Expression of Interest (EOI) competitions were held for CBOs to provide interventions to clients in counties Louth and Dublin, and in the Munster region. The services sought were across a range of areas including addiction, homelessness, CoSA service (Circles of Support and Accountability), restorative justice, and support for high-risk, complex needs clients. Le Chéile, Ana Liffey and PACE were the successful candidates.

Funds were allocated for additional restorative justice case workers to CBOs including Restorative Justice Services, Tuam TCT, Restorative Justice in the Community, and Le Chéile. This funding was part of the Probation Service’s aim to have restorative justice services available nationally (for more on this, see Pillar 1, Goal 3, on page 11).

Other highlights in 2025 in terms of CBO initiatives and projects include:

- The launch of the Diamond Project by the Minister for Justice, Home Affairs and Migration, Jim O’Callaghan TD, at Belvedere Youth Club in Dublin. Funded by The Probation Service, the Diamond Project is a Youth Joint Agency Response to Crime (Y-JARC) initiative, a bespoke response to increase community safety and address youth offending and its causes.
- A new CBO, ‘Sailing into Wellness,’ was launched, providing an outdoor prosocial programme for Probation Service clients, and a unique opportunity for them to engage with a service that may otherwise be out of reach.
- Deonach’s celebration of 30 years working in the community in Tallaght in Dublin, marked by the launch of *Bridging the Gap – The Cliff Edge – What Young People Say about the Irish Justice System*, a report by Dr Alison Coyne, funded by the Probation Service, University College Dublin, the Irish Research Council, and Deonach.
- IASIO relaunched as Tosú, with the new branding marking 25 years of work with the Probation Service. It also marked an expansion of the organisation’s services in prisons and in the community.



Acting Director Una Doyle addresses the CBO Summit in Dublin, at the Aviva Stadium, in October



Probation Staff taking part in a breakout session as part of CBO Summit 2025 in the Aviva Stadium Dublin in October

Goal 3

As a learning organisation, strengthen our national and international partnerships to remain at the forefront of effective probation practice when working with adults and children.

In 2025, the Probation Service participated in a range of international events and partnerships, both at home and abroad.

Domestically, the Service engaged with academics and educators in the field of social work, to identify shared areas of interest or concern. Through partnerships of this nature, the Probation Service is committed to contributing to the training of the next generation of staff to work effectively with clients both in communities and custodial settings.

Probation Service staff participated in a professional **Social Work Placement Review and Development process**, a collaborative programme convened by the Irish Association of Social Workers (IASW). The collaboration with the IASW is rooted in reinforcing the concept of probation as a social work activity, ensuring work placements provide robust experience in risk assessment, offender rehabilitation, and restorative justice.

Internationally, the Service worked with colleagues across Europe and beyond in 2025, including with our colleagues in **the Probation Board for Northern Ireland (PBNI)**. In addition to ongoing operational engagement throughout the year, this also included a joint management meeting in May 2025, where mutual areas of interest and challenges faced in each jurisdiction were considered, with the

aim of promoting shared problem solving, increased professional practice and better outcomes across the island of Ireland.

In 2025, the Probation Service also contributed to the shared work of the **Public Protection Advisory Group (PPAG)**. The PPAG brings together senior representatives from police, prison, probation, and criminal justice policy units from the north and south of Ireland. Its remit is to provide a structured cooperation mechanism through which the Irish Government and Northern Ireland Executive can co-ordinate on criminal justice matters.

The PPAG produces an annual work plan to support inter-agency and cross jurisdictional cooperation. This includes creating opportunities for staff focused on public protection and community safety to come together, to share learning between criminal justice partners. Key outputs of the 2025 work plan included:

- Delivery of the first PPAG Leadership Programme 2024–2025
- 16th Annual PPAG Seminar, *Keeping Community at the Heart of Criminal Justice*, held at Ulster University and hosted by the PBNI, attended by front-line staff and senior managers from across the PPAG membership.
- Practice Seminars and workshops for front-line staff across the PPAG membership. Topics included stalking, sexual offending, and child protection
- Publication of the 22nd Edition of the Irish Probation Journal

In collaboration with the District Court, the Probation Service delivered a series of **seminars in Latvia**, on Ireland's response to domestic abuse. The visit was at the invitation

of the MARTA Centre (Latvia's equivalent of Women's Aid) and attendees came from across the Latvian justice sector, including judges, prosecutors, court staff, probation officers and victim services NGO staff.

Participation in **the CoPPer project** was also a priority across the year; CoPPer is an acronym for the 'Cooperation to Promote a European Volunteering Programme' in Probation Services. The project focuses on creating volunteer programmes where members of the community provide informal support, advice, and guidance to those on probation.

Work to promote this project in 2025 included delivering projects to new staff to raise awareness of this volunteer-driven approach and how it can be incorporated into their work around the Probation Service. Representatives from the Probation Service also attended the CoPPer Final Project Conference in The Hague, bringing Irish representatives together with other European partners to share experiences and discuss the future of volunteering in probation.

In October 2025, the Probation Service welcomed a senior delegation from **Pakistan's criminal justice institutions**. The learning visit was organised by the United Nations Office of Drugs and Crime and facilitated by the Irish Rule of Law International (IRLI), with funding from the European Union under the *Deliver Justice Project*.



Policy & Liaison Officer Confederation of European Probation Anna Esquerra Roqueta, Young Persons Probation Assistant Principal Probation Officer Ronan McLoughlin, CoSA's Michael Daly, Marco Brok, Policy Advisor in the International Bureau of Dutch Probation Andrada Istrate at the launch of the CoPPer Project in The Hague in November

Goal 4

Develop an enabling environment that supports collaboration and information exchange with key partners to advance the work of the Service.

Cooperation with An Garda Síochána, the Irish Prison Service, and other justice partners continued in 2025. As part of this, the Probation Service reviewed and, as appropriate, updated the Service's suite of information exchange agreements with these key partners. All agreements due for review in 2025 were completed.

In 2025, there were 99 **Data Sharing Agreements (DSAs)** in place, 56 of which were renewed agreements with existing organisations. The Probation Service worked on 10 new agreements, six of which are due for completion in 2026. The aim of all agreements is to set out a legal framework and operational structure surrounding existing or planned sharing projects.

The Probation Service has a range of DSAs in place with groups including Community Based Organisations, who cater to our clients, and with universities who work with the Service on research projects.

Pillar 4

Enabling Social Inclusion



Enabling Social Inclusion

Social inclusion is central to the Probation Service's mission to reducing recidivism, supporting community reintegration for those who have offended, and building safer communities for everyone. Sustainable reductions in offending and reoffending are closely linked to an individual's ability to access stable accommodation, meaningful

employment, education, healthcare and supportive social networks. Throughout 2025, the Service continued to strengthen its work in this area through targeted interventions, interagency collaboration and the development of inclusive, person-centred approaches.

Goal 1

Ensure the Probation Service is accessible and responsive to the needs and circumstances of our diverse clients.

The Service continued to prioritise access to education, training and employment opportunities as key enablers of desistance from crime. In 2025, Probation staff worked closely with individuals under supervision to identify realistic and achievable pathways that support long-term reintegration into the community.

A particular focus of this effort throughout the year was the need to consult with women, as a minority group in the criminal justice system, to best understand and address their needs within it. As part of this focus, the Probation Service began work on a dedicated, **action plan for female clients**, *WISE: Women's Inclusion Strength and Empowerment - The Probation Service Gender Responsive Action Plan 2026–28*, consulting a variety of stakeholders, including women with lived experience, Probation staff, other health and justice partners and community organisations. This plan will be finalised and published in 2026.

Ahead of undertaking the work of drafting this plan, a cross-agency delegation travelled to Southampton in the UK, on a learning visit to

the city's **Hope Street project**. The delegation featured representatives from the Probation Service, the Irish Prison Service and other Health and Justice partners. Hope Street is a trauma-informed residential community for women involved in the criminal justice system. Residents typically present with complex and intersecting health, social care, and safeguarding needs. The model enables women to remain with their children where appropriate, directly addressing one of the established drivers of poor health outcomes associated with maternal imprisonment, homelessness, and short custodial sentences: the separation of mothers and children.

This inspired the Probation Service to examine the Hope Street model, to assess how it could be more effectively incorporated into Probation Service operations, and the Irish criminal justice system generally.

In 2025, the Probation Service also examined the possibility of introducing a **Traveller support/advocacy** and liaison role within its Services, and the criminal justice system as a whole, in partnership with experts in this area, notably the Traveller Justice Initiative. The aim is to address systemic barriers, provide tailored throughcare, and combat discrimination by building on existing peer support models. Work will continue on this initiative in 2026.

Goal 2

Develop mechanisms to embed lived experience, victim and community voices to inform and enrich our work.

A key development in 2025 was the publication of **Building Pathways Together: Criminal Justice Reintegration Through Employment Strategy 2025-2027**. This strategy was developed by the Department of Justice, Home Affairs and Migration, in conjunction with the Probation Service and the Irish Prison Service.

Most importantly, it also features consultations with those with lived experience of the criminal justice system, who have faced barriers to reintegration with the community at large, an issue addressed in part with the creation of a Criminal Justice Employer's Network. This developing network provides an opportunity for employers to offer feedback, ask questions, and share information on hiring people with criminal convictions.

Under the same strategy, 2025 saw the creation and delivery of the first **Lived Experience Action Development (LEAD)** programme, funded through Dormant Accounts.

LEAD is an all-island initiative and was developed and delivered by people with lived experience, in collaboration with community organisations from both Northern Ireland and the Republic of Ireland, including PACE, Equal Ireland, the Turnaround Project, and Spéire Nua.



Representatives of the Probation Service with specialist experience in social inclusion at Hope Street Project in Southampton alongside Justice Sector Colleagues and Hope Street Project staff

The LEAD programme supports individuals who have previously been through the criminal justice system, with practical leadership skills like communication, mentoring and confidence building. 16 graduates completed the programme in 2025, and an independent evaluation of the programme concluded in December 2025.

The Probation Service also initiated a number of projects seeking to embed lived experience into the work and development of the Service as a whole, collaborating across the year with lived experience consultants from Dublin and Cork to co-design a consultative forum.

Work was also carried out throughout 2025 to engage with the voice of victims, in line with the Probation Service's commitment under the **Victims Charter** to respond in a timely, respectful and responsible manner to victims' queries.

This work included carrying out an anonymous survey for victims of crimes such as theft, burglary, assault, domestic/sexual violence, or property damage, and designing annual forums in collaboration with victim support service representatives and victims with lived experience for implementation in 2026. In 2025, the Restorative Justice and Victim Services Unit recorded a 29% increase in contact from victims of crime.



Representatives of PACE, Equal Ireland, The Turnaround Project, and Spéire Nua at the LEAD graduation day LinkedIn Offices in Dublin in August

Goal 3

Establish opportunities and pathways to mainstream services in the community and advocate for the inclusion of our clients in all relevant national strategies.

Many individuals under probation supervision experience complex health needs, including mental health difficulties, substance misuse issues and trauma-related conditions. The Probation Service relies on partnerships with addiction services, community mental health teams and primary care providers to ensure timely access to appropriate supports, which must form a tailored, coordinated response to the individual needs of each client.

These supports are often critical in stabilising behaviour, reducing risk and supporting long-term change. Trauma-aware practice is also a key factor, and staff training and professional development was facilitated in this area throughout the year.

In 2025, the Probation Service commenced the **Criminal Justice Housing First Pilot Project Evaluation Report**, an independent evaluation of the Criminal Justice 'Housing First' project (2022–2024). The pilot project provided housing with personalised supports to individuals with complex needs leaving prison under Probation Service supervision, centring the idea of a stable home as the foundation for recovery and reduced recidivism.

Over the pilot's life-span, the Criminal Justice Housing First Project supported 43 individuals (48 tenancies) to acquire a tenancy including on release from prison. The Probation Service's independent evaluation of the project was completed in October 2025. The learnings arising will inform future developments of the project.



Goal 4

Take positive action to meet our Public Sector Duty to eliminate discrimination, promote equality, and protect the human rights of clients and staff in a meaningful way.

In line with the Probation Service **Public Sector Duty Action Plan 2022-2025**, the Service's dedicated Public Sector Duty Working Group made progress in several key areas, including the development of policies, equality screening tools, reviewing future improvements to estate accessibility, and a continuing focus on inclusion and diversity principles in recruitment campaigns and staff training.

A new Access Officer was appointed, and work was undertaken to conduct scoping exercises to determine how best to improve to provide information in more accessible formats, for those with additional needs.

The Public Sector Duty Working Group also reviewed its structures and engagement processes in 2025. Terms of Reference were refreshed with a commitment to appointing a cross-functional, cross-grade membership representative, to support inclusivity and diversity within the Service.

In addition, the Working Group advanced a range of training and awareness initiatives promoting positive action on diversity and inclusion. These included work on ethnicity identification, engagement with the Irish Criminal Justice Disability Network to develop bespoke training for Probation Officers, and staff awareness-raising activities focused on hidden disabilities, including the scoping of the JAM Card initiative.

In 2025, the Working Group finalised formal mechanisms to review all new policies, guidelines and strategies, ensuring they reflect the spirit of the Public Sector Duty. These will be implemented in 2026. Scoping options will also continue for the collection, analysis and publication of data across the nine equality grounds to inform evidence-based policy and practice.

Looking forward to 2026 and beyond, the core purpose of the Working Group is to assist the Probation Service in developing, promoting, assessing, and reporting on the next Public Sector Duty Action Plan for 2026–2028, including future iterations.

Pillar 5

Future-proofing the Service



Future-proofing Our Service

In its Statement of Strategy (2024–2026), the Probation Service identified future-proofing the organisation as a key pillar in its overall efforts to ensure the continued effectiveness, resilience and responsiveness of its services. This future-proofing

requires sustained investment in its digital systems, data, and governance, and throughout 2025, significant progress was made in strengthening the foundations that will support the Service into the next phase of its development.

Goal 1

Become a more digitally-enabled service through the delivery of innovative, secure and scalable digital solutions that will maximise efficiency and deliver user-friendly services to clients, staff and the wider public.

In 2025, the Probation Service began the task of creating a **new case management system**, to replace the existing case tracking system. This work was embarked on in partnership with the Change, Innovation and Technology Team, at the Department of Justice, Home Affairs and Migration.

The aim was to enhance data protection measures, and to improve the efficiency of digital case supervision access across the Service. A full assessment of the system's data protection was completed, along with an assessment of cloud risk.

With the project's scope and remit already determined the previous year, 2025 saw the project enter its initiation phase, involving consultation with subject matter experts, storyboarding workshops and in-depth requirement assessments, which will continue into 2026.

In late 2025, the Garda National Vetting Bureau (GNVB) introduced changes to its vetting systems, which affect how Probation staff manage **Criminal Records Offence requests**. Probation Staff met counterparts from the GNVB to better understand and prepare for the introduction of the new system. The changes required both operational and administrative modifications to internal processes and procedures. Relevant development work was undertaken by the information management unit, whilst additional administrative staff were identified for training in the new process in 2026.

Goal 2

Maximise awareness and understanding of the Probation Service and the important impact of our work via the delivery of dynamic high-impact communications strategies with our staff, stakeholder and the general public.

2025 marked a year of significant growth for the Probation Services in terms of strengthening its **strategic communications**, as it pursued new frontiers in its engagement with both internal and external stakeholders.

Externally, 2025 saw the Service expand its digital portfolio, with the addition of a new social media channel. The organisation's Instagram account was launched at the Department of Justice, Home Affairs and Migration tent at the National Ploughing Championships - a key public facing event, designed to build greater awareness of our role in the criminal justice system, and to complement the presence of the Probation Service on other platforms such as LinkedIn and X.

In parallel, the Service began developing a **social media strategy** to establish clear goals ahead of expanding into new digital spaces. A key focus of the strategy is to enhance awareness of the important work of partner organisations and services funded by the Probation Service, especially those working directly with clients and their families. Through engaging and informative content, the Service will use these mediums to continue to highlight its work across the criminal justice system, and in local communities.

Media coverage also plays a significant part in furthering this goal. In 2025, the Service generated prominent media opportunities for its work, across broadcast, print, and digital media, at both national and local level. Interviews with Executive Management Team members featured on RTÉ programmes including Morning Ireland, the Six One News bulletin and the Nine O'Clock news, as well as Virgin Media Ireland's main evening television news programme. A feature in The Irish Times explained how the Service's Young Persons



Deputy Director Fiona Ní Chinnéide being interviewed by Virgin Media news following the launch of Annual Report 2024 at Haymarket in August

Probation (YPP) unit engages with young people in desistance, diversion and education programmes, while a series of articles ran in local and regional newspapers, featuring in-depth interviews with Probation Officers on their work, its challenges and its rewards.

This coverage helped the Probation Service to put forward its people-first perspective, spotlighting the work of frontline colleagues in the community and in the courts.

A range of significant internal and external events supported this crucial work of awareness building: from the celebration of International Women's Day to the delivery of a campaign on 16 Days of Activism against Gender-Based Violence, and the aforementioned CBO Summit—2025's flagship event for the Service (see Pillar 3, Goal 2, page 22)—these initiatives contributed to the Probation Service's goal of providing the public with a clearer understanding of its essential role within the criminal justice system.

With that goal in mind, a comprehensive review of the **Probation Service website** was carried out in 2025, to lay the groundwork for an overhaul, and the launch of a new platform in 2026, designed to improve accessibility and user experience.

The Probation Post was also launched, to provide staff with a **new internal monthly newsletter**, focused on their work, initiatives and achievements from across the Service. The newsletter strengthens internal communications by ensuring staff across all units and regions stay informed and connected on a wide range of affairs. Coverage includes opportunities in learning and development, networking events, staffing updates and the myriad social and cultural activities that comprise the internal culture of the Probation Service.

Goal 3

Build a data-driven and research culture that supports evidence-informed practice, effective decision-making and enhanced collaboration with criminal justice agencies and other partners.

The service continued its long-standing practice of engaging with and supporting external researchers in 2025. Engagement in external research is important to the Service, in order to ensure relevant research is informed by both the lived experiences of clients and the professional experiences of staff. This ensures that researchers can produce outputs that the Probation Service can then use to inform practice, policy and strategy development.

In 2025, significant **research projects** included *Comparing Penal Supervision*; a project undertaken by an international team across five countries: Ireland, Northern Ireland, Scotland, Wales and England. The Service also facilitated a number of PhD Research projects, exploring a range of topics including women in the criminal justice system, community based supports, social inclusion and youth justice.

Contributing to the ongoing development of a **data driven culture** in the Probation Service remained a priority, ensuring quality data is available to inform decision making at all levels across the organisation. To this end, ongoing data collation and analysis were key actions throughout the year.

In 2025, the Business Support Unit (BSU) and Corporate Services introduced a **tracking system**, transferring operations from reactive to proactive management and replacing many manual processes such as emails, with structured, real-time data. Tracking systems have allowed teams to manage more efficient workflow processes and assign specific owners to tasks, making responsibilities unambiguous and allowing managers to monitor and progress tasks/projects and enhance transparency. This reduced the risk of missed deadlines, operational and safety failures. These new processes increased accountability and resulted in a significant increase in productivity and effective project/task management. In areas like health and safety, these tools ensure that findings from audits and assessments are implemented.

A costings study was carried out with the aim of providing up-to-date unit costs on the work of the Probation Service. A revised methodology was developed utilising the Agreement on the Probation Services *Risk Based Approach to Management of an Officers work* (December 2019).

The summary of 2024 Unit Costs is as follows:

- The average cost of a Probation Order is €7,000
- The average cost of a Community Service Order is €1,450

Goal 4

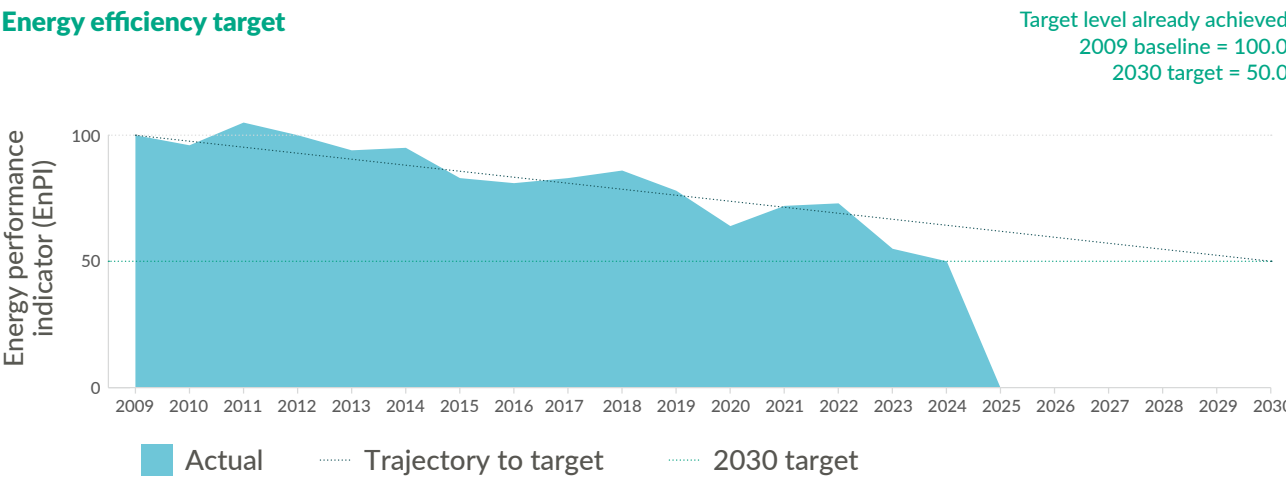
Advance our commitment to climate action through the delivery of sustainability initiatives which minimise our environmental impact and embed new ways of working that reduce energy usage and costs.

The ability to respond effectively to emerging challenges is critical to the long-term sustainability of the Probation Service. Throughout 2025, the organisation continued to build climate resilience through improved sustainability planning, strategic resource allocation, contingency planning and risk management processes.

A key factor in this approach to improving resilience is the Service’s commitment to its **Climate Action Roadmap**. The plan sets out a target of a 51% reduction in greenhouse gas (GHG) emissions and an improvement in energy efficiency from 33% to 50% by 2030.

The Probation Service recognises that contributing to the decarbonisation of the public sector requires a fundamental shift in everything from culture and attitude, to workflow, operations and the use of resources. All aspects of the Service must be considered through that lens, and every staff member has a vital role to play in fostering innovation and leading meaningful change across the organisation.

Energy efficiency target



The Probation Service is committed to achieving these targets through the modernisation of its energy systems, climate-related training and upskilling of employees. The creation and implementation of new energy practices is a vital part of that process, as is encouraging staff throughout the organisation to engage with climate action initiatives.

The Service’s head office in Haymarket in Smithfield, Dublin, led the charge on this implementation in 2025, through its participation in the **OPWs Optimising Power @ Work campaign**. Since joining the campaign in 2010, the Haymarket office has achieved the following results:

- Energy consumption in the Haymarket building has reduced by 46% since joining the Optimising Power @ Work campaign in 2010, with the total annual unit consumption of energy decreasing from 1,653,195 kWh to 891,138 kWh
- Electricity consumption on site has reduced by 47%, with the number of units of electricity used decreasing from 865,535 kWh to 461,116 kWh
- Gas consumption on site has reduced by 45%, with the number of units of gas used decreasing from 787,660 kWh to 430,022 kWh

2025: The Year in Pictures





Probation Board for Northern Ireland's Ruth McKelvey, Senior Officer NI Prison Service, Chief Superintendent Jane Humphries of An Garda Síochána, CEO of The Probation Board for Northern Ireland Amanda Stewart, Acting Director of the Probation Service Una Doyle and Adam Spollen of the Probation Service Social Inclusion Team, pictured at the Public Protection Advisory Group meeting, in Ulster University, in November



Left to right: Probation Service staff Lisa Anderson, Kerry Quinn, Valerie Callanan and Michelle Richardson, with Secretary General with the Department of Justice, Home Affairs and Migration Oonagh McPhillips, centre, at the Public Protection Advisory Group Leadership Seminar, in Stormont, in November



Left to right: Young Persons Probation Assistant Principal Probation Officer Ronan McLoughlin, Probation Officer Caroline Curley, Candle Community Trust's Alison Trimble, President of the District Court Justice Paul Kelly, Probation Assistant Naoise Kane, Probation Officer Millie Murphy, Director Courts and Community Olivia Keaveney, at the Association for Criminal Justice Research and Development Annual Conference in the Irish Museum of Modern Art in October



Young Persons Probation Assistant Principal Probation Officer Ronan McLoughlin presenting at the Criminal Justice Agencies Joint Conference at the Association for Criminal Justice Research and Development Annual Conference in the Irish Museum of Modern Art in October



Probation Staff taking part in a breakout session as part of CBO Summit 2025 in the Aviva Stadium Dublin in October



Attendees at CBO Summit 2025 in the Aviva Stadium Dublin in October



Jane Mulcahy, The Probation Service, Speakers Paula Kearney, Ruth Barry, Anne Marie Sweeney and Ann Ennis with The Lord Mayor Emma Blain, host Anne Buckley and Assistant Principal Probation Officer Rachel Lillis gather for the International Women's Day event



Journalist Anne Buckley chaired a panel of speakers including Anne Marie Sweeney, Ann Ennis, Ruth Barry and Paula Kearney at the Probation Service International Women's Day Event 2025 in Hen's Teeth, Dublin



The Green Team's Shamine Bhika delivering an update to Justice Sector Colleagues in 51 St.Stephen's Green



Victims of Crime Day – Marie Foley from the Irish Prison Service, Jason Coyle from The Parole Board, Michelle Puckhaber from Crime Victims Helpline and Leanne Keely, Restorative Justice Officer with Tuam Community Training College



Practice Teacher Avril Hegarty and social work student Clara Gorman



Social work student Lauren Healy and Practice Teacher Maebh Brannigan



Irish Ambassador to Latvia Eimear Friel, Marta Centre's Iluta Lāce and Probation Service Regional Manager Carmel Donnelly in Latvia in May



Minister for Justice, Home Affairs and Migration Jim O'Callaghan TD alongside Probation Staff, Justice Sector colleagues, Belvedere Youth Club Diamond Project staff and President of the District Court Judge Paul Kelly, at the launch of the The Diamond Project in Belvedere Youth Club in June



Marta Centre's Iluta Lāce and Probation Service Regional Manager Carmel Donnelly and Judge Gráinne Malone in Latvia in May



ICT Modernisation Team Victoria Curtis, Susan Crilly, Mary Prendeville and Nick Bermingham



Irish Probation Framework receiving a highly commended award at the Confederation of European Probation General Assembly in October

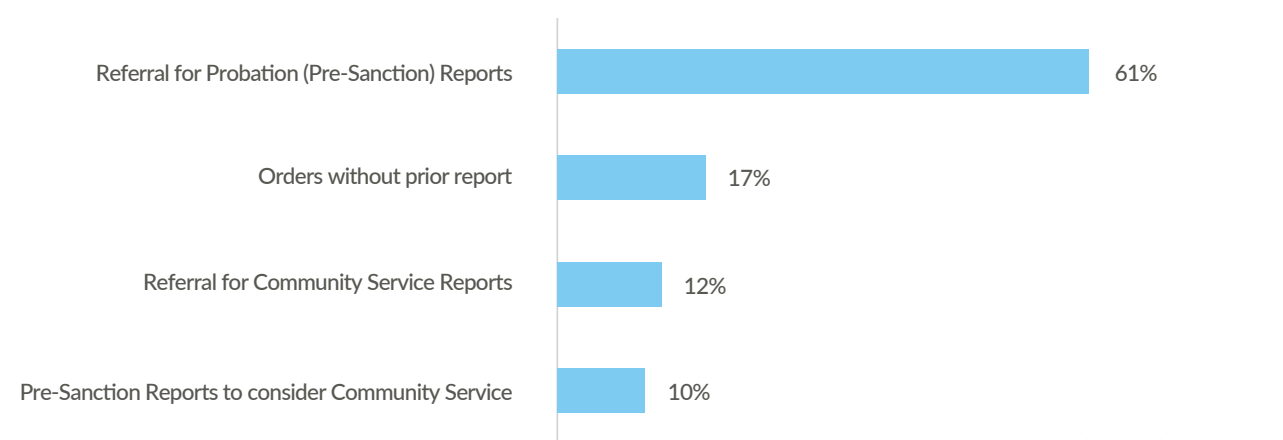
Key Annual Figures

Overview of Referrals to the Probation Service	2023	2024	2025
Total number of Persons dealt with in Community over year*	16,989	17,150	17,686
Total court referrals to the Probation Service	9,227	9,720	10,497
Total number of persons referred from Courts to the Service	7,858	8,064	8,614

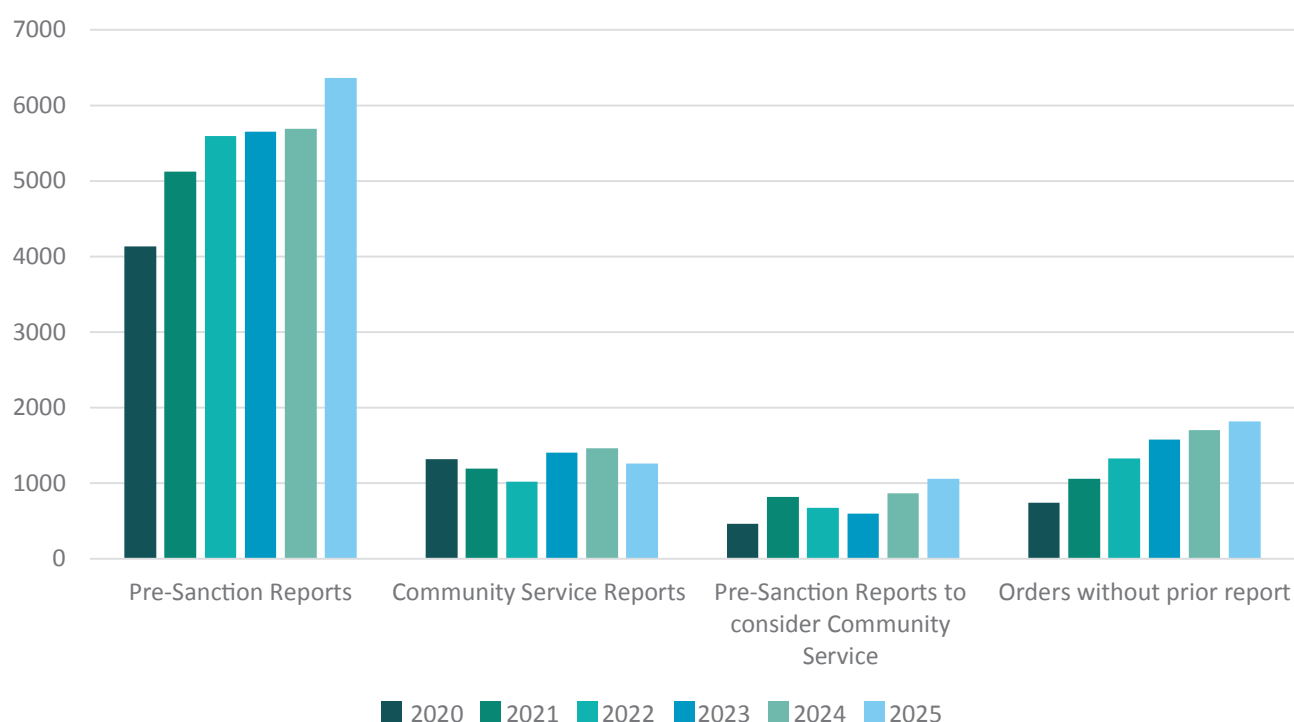
* This includes persons being dealt with at the beginning of the year in addition to new referrals made during the year

New Referrals from Court	2023	2024	2025
Total Court Referrals	9,227	9,720	10,497
Referral for Probation (Pre-Sanction) Reports	5,647	5,694	6,363
Orders without prior report	1,577	1,700	1,816
Referral for Community Service Reports	1,406	1,463	1,258
Pre-Sanction Reports to consider Community Service	597	863	1,059
Family Conference	-	-	1

New Referrals from Court 2025 % of Total



Assessment Reports Requested 2020 to 2025



Completed Reports	2023	2024	2025
Total Completed Reports	13,228	13,331	13,864
Probation (Pre-Sanction) Reports*	10,891	10,936	11,760
Community Service Reports (Standard)*	1,290	1,329	1,345
Community Service Reports (Same Day)	391	381	373
Community Service Reports (Fines Act)	461	476	174
Reports on Life Sentence Persons to IPS**	122	112	96
Parole Board Reports***	61	85	104
Repatriation Reports provided to the Department	9	10	7
Victim Impact Reports	3	2	5

* This includes all progress reports requested from court in addition to initial assessment reports. In the case of Community Service, this does not include Same Day Reports.

** Figures have been revised for 2023 and 2024

*** Figures have been revised for 2023 and 2024. They include reports on persons in prison and subject to supervision in the community.

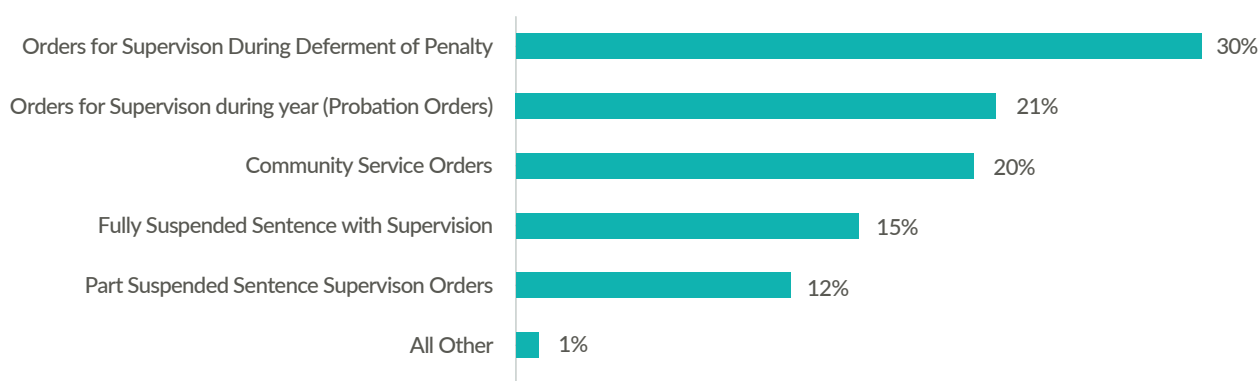
Supervision

Supervision	2023	2024	2025
Total Supervision Orders made during year	7,879	8,190	8,680
Orders for Supervision During Deferment of Penalty	2,348	2,387	2,629
Community Service Orders	1,614	1,723	1,734
Orders for Supervision during year (Probation Orders)	1,580	1,646	1,864
Fully Suspended Sentence with Supervision	1,411	1,371	1,329
Part Suspended Sentence Supervision Orders	851	989	1,023
Post Release Supervision Orders	69	61	83
Other Orders	6	13	18
Family Conference	-	-	-

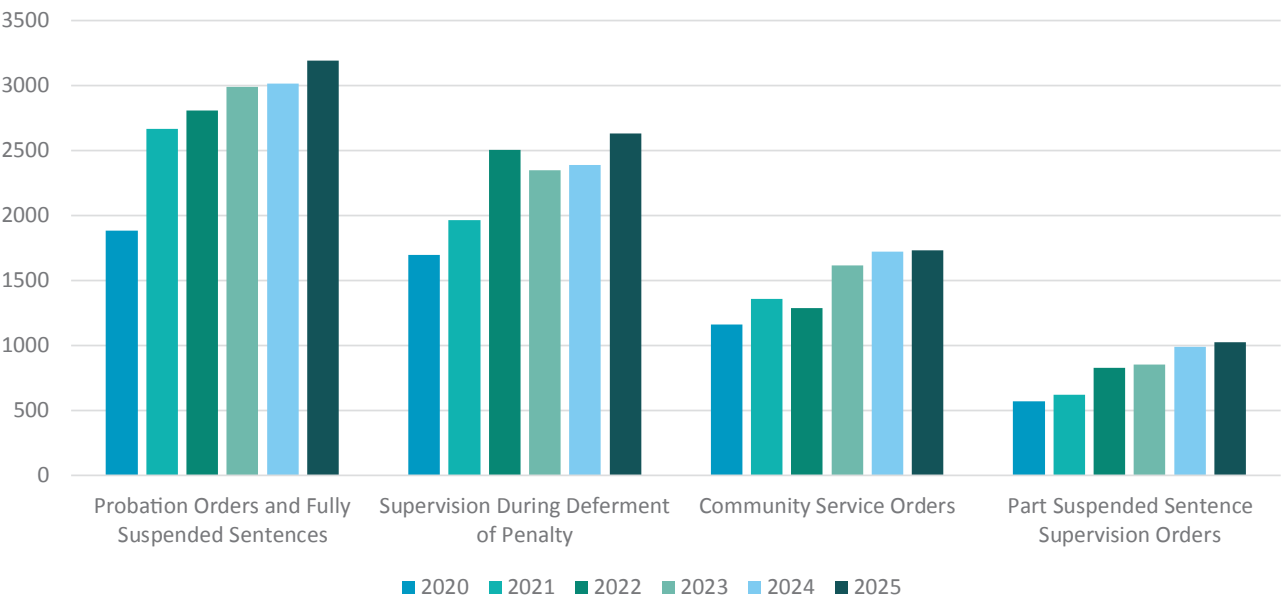
Number of persons convicted of a sexual offence supervised in the community over the year	581	622	709
Number of life sentenced persons subject to supervision in the community over the year*	127	129	132

* This includes those on life licence and parole orders.

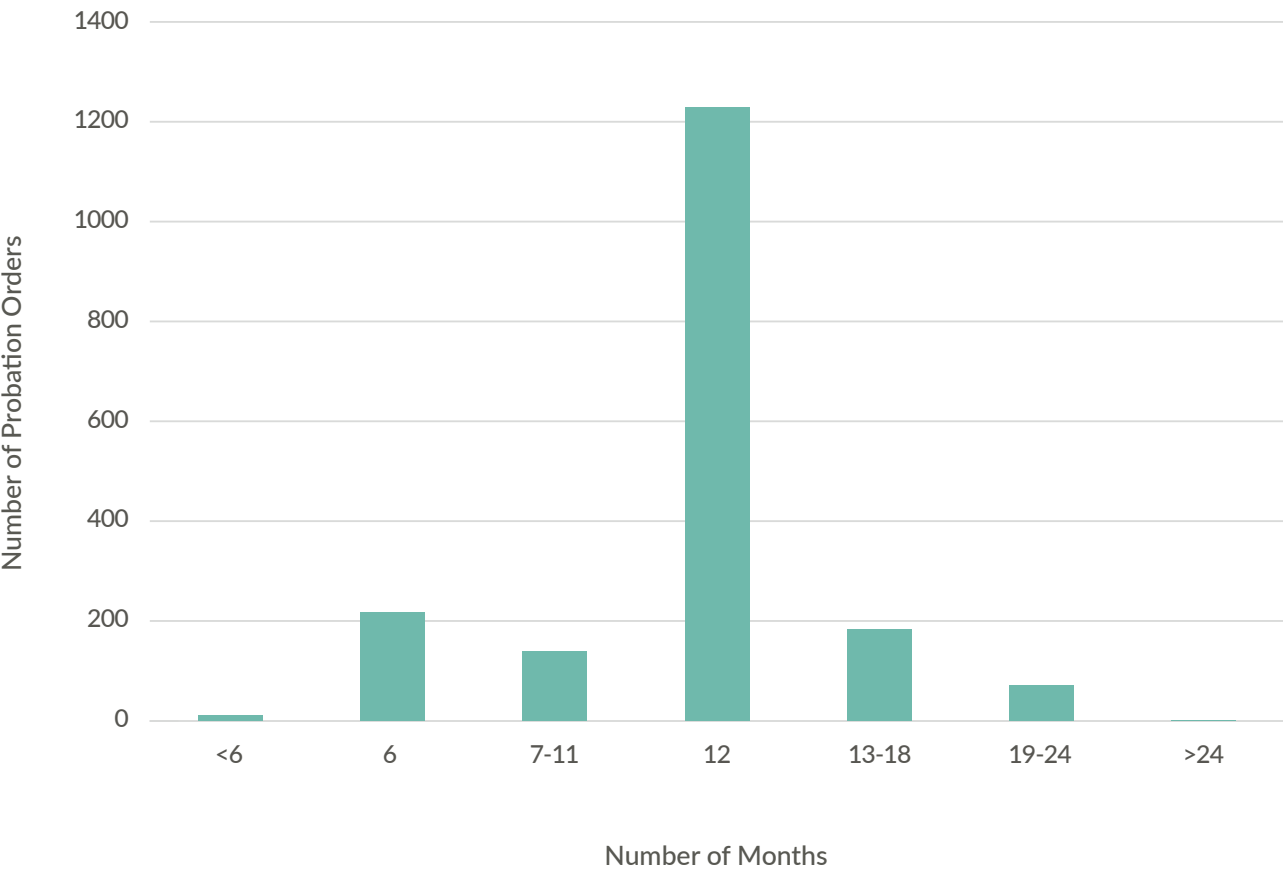
Supervision in 2025 % of total



Orders Made by Year 2020 to 2025



Durations of Probation Orders made in 2025 (months)



Community Service

Community Service	2023	2024	2025
Total Reports considering Community Service	2,003	2,326	2,317
Referral for Community Service Reports	1406	1,463	1,258
Pre-Sanction Reports to consider Community Service	597	863	1,059

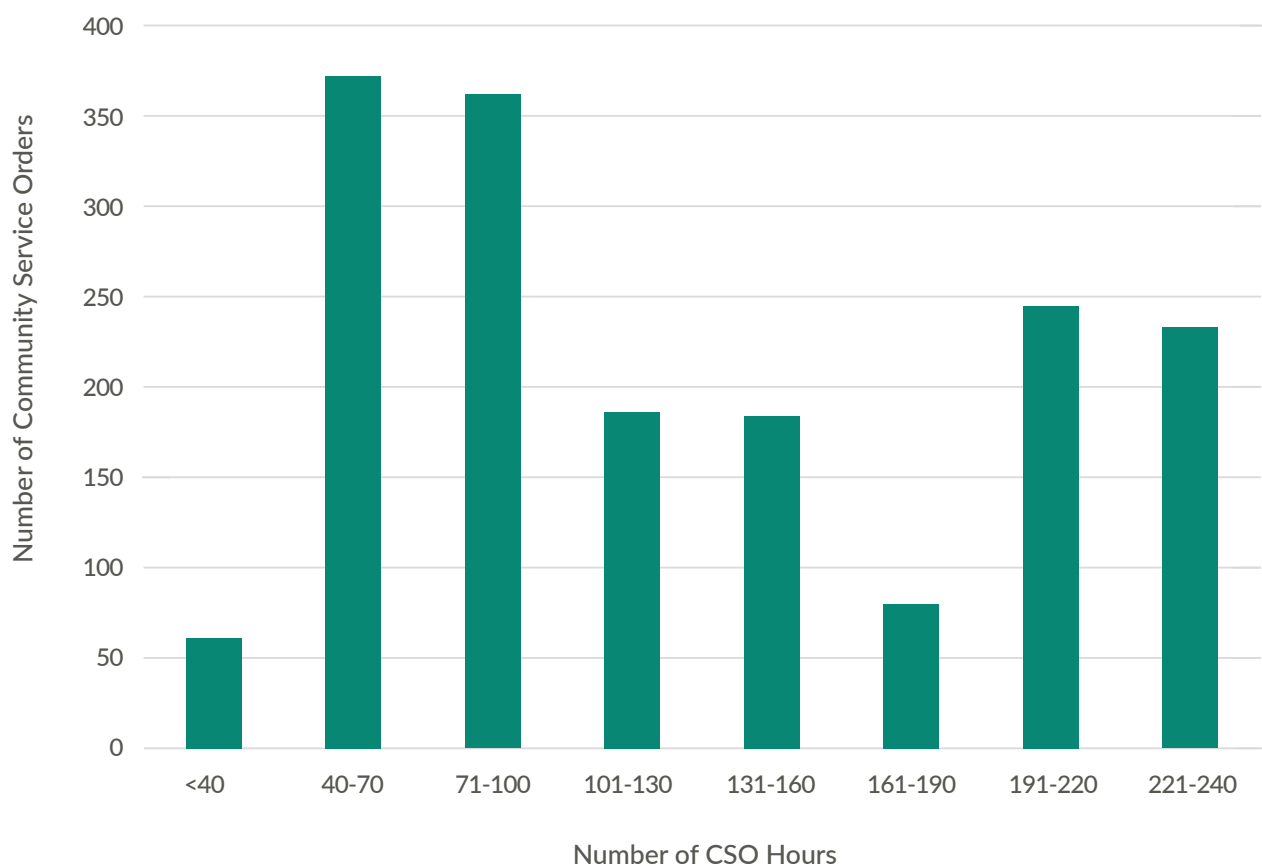
Of the Referrals for Community Service Reports

Community Service Reports (Fines Act)	361	381	373
Community Service Reports (Same Day)	461	476	174

Community Service Orders made	1,614	1,723	1,734
<i>Includes Community Service Orders (Fines Act)</i>	386	377	137

Total number of Community Service Hours ordered in lieu of custodial sentence	209,311	222,245	223,259
Total alternative sentence in years that would otherwise have been served	778	856	898

Durations of Community Service Orders made in 2025



Community Return and Prisons Work

<i>Community Return</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
Number of Persons that commenced over the year	213	216	190
Number of successful completions over the year	187	184	190
Number of Persons on Community Return on December 31 st	75	95	61

<i>Prisons</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
Total number of persons dealt with over the year	3,175	3,521	3,785

Includes:

Number of persons who were both committed and engaged with the Probation Service this year	575	753	754
Number of persons on PSSSO's in prison on December 31 st	1,206	1,377	1,452
Number of persons in prison for a sexual offence on December 31 st that have been engaged with by the Probation Service	463	535	592

Age/Gender Breakdown of New Court Referrals

<i>Age Category</i>	<i>Total</i>	<i>Gender</i>		
		<i>Male</i>	<i>Female</i>	<i>Female % in category</i>
Total	10,497	8,462	2,035	19%
12-17	599	550	49	8%
18-24	2,188	1,873	315	14%
25-34	3,146	2,543	603	19%
35-44	2,712	2,049	663	24%
45-54	1,337	1,025	312	23%
>54	515	422	93	18%

Females Referred to the Probation Service

<i>New Referrals from Court</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
Total Female Referrals	1,618	1,762	2,035
Referral for Probation (Pre-Sanction) Reports	1,017	1,051	1,328
Orders without prior report	252	300	334
Referral for Community Service	259	293	204
Pre-Sanction Reports to consider Community Service	90	118	168
Family Conference	-	-	1

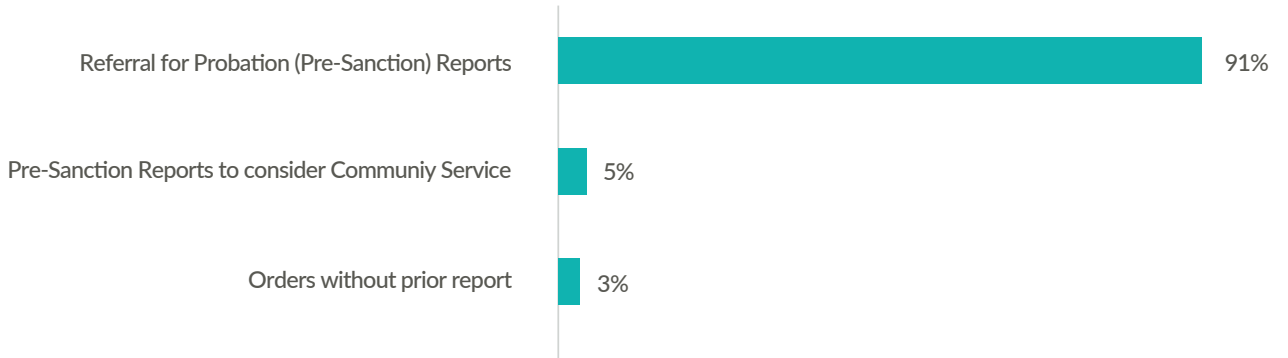
<i>Supervision</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
Total	1,299	1,383	1,581
Orders for Supervision During Deferment of Penalty	413	405	512
Probation Orders	359	355	424
Community Service Orders	258	300	278
Fully Suspended Sentence with Supervision	213	222	269
Part Suspended Sentence Supervision Orders	56	101	98
Other Orders	-	-	-

Young Persons¹ Referred to the Probation Service

New Referrals from Court	2023	2024	2025
Total Referrals Young Persons	700	764	716
Referral for Probation (Pre-Sanction) Reports	614	683	650
Pre-Sanction Reports to consider Community Service	52	51	38
Orders without prior report	24	25	25
Referral for Community Service Reports	10	5	*
Family Conference	-	-	*

*From 2020, Data for some categories are not displayed in accordance with Statistical Disclosure control to ensure that individuals are protected against disclosure

New Referrals from Court (Young Persons) 2025 % of total



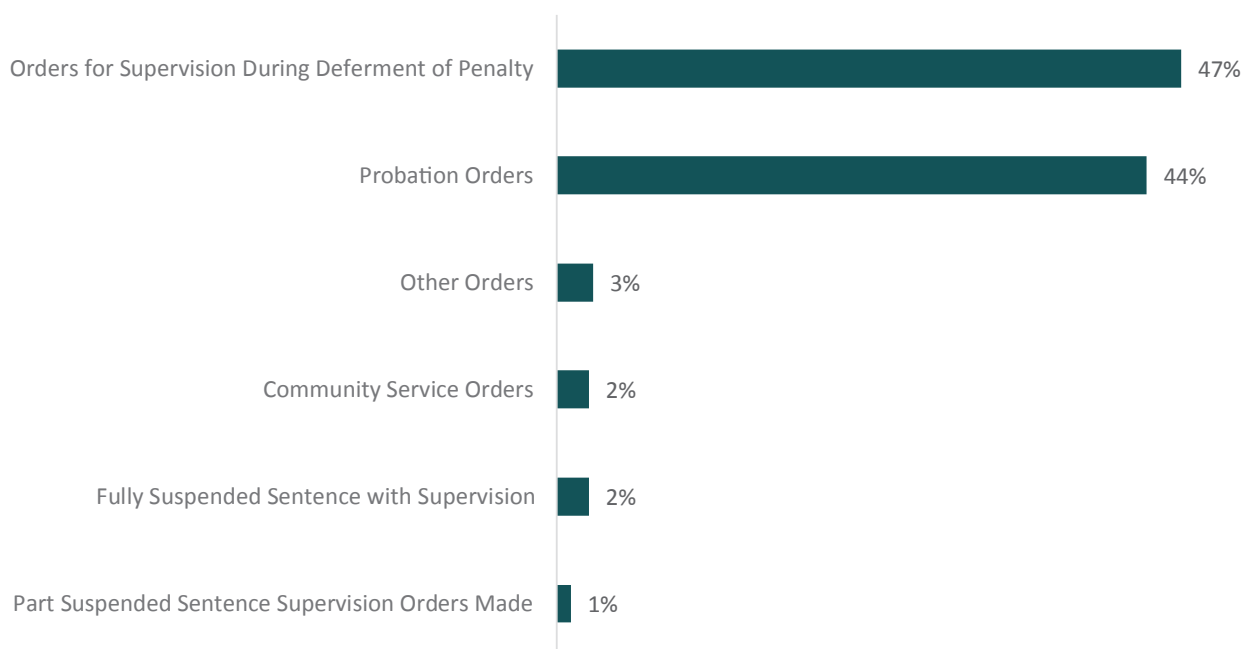
¹ For the purpose of Reporting, ‘Young Persons’, refers to all persons less than 18 years of age referred to the Probation Service and those aged 18 and over who were allocated to Young Persons Probation to ensure an age/ need appropriate response.

Supervision	2023	2024	2025
Total Supervision Orders Young Persons	619	690	658
Orders for Supervision During Deferment of Penalty	298	333	309
Probation Orders	252	291	292
Community Service Orders	37	35	16
Fully Suspended Sentence with Supervision	19	15	16
Part Suspended Sentence Supervision Orders Made	*	*	*
Detention and Supervision Orders	-	-	-
Family Conference	-	-	-
Deferment of Detention Orders	-	-	-
Other Orders**	*	*	*

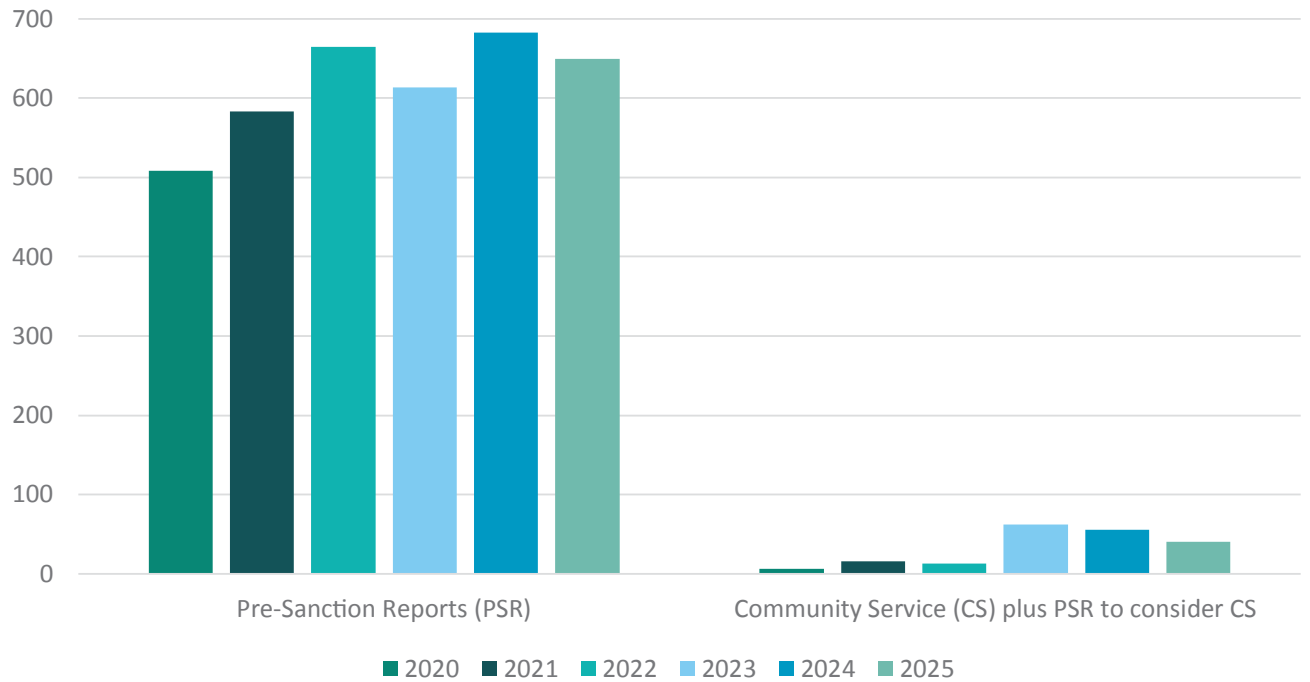
* From 2020, Data for some categories are not displayed in accordance with Statistical Disclosure control to ensure that individuals are protected against disclosure

** Other Orders includes various disposals under the Children Act, 2001.

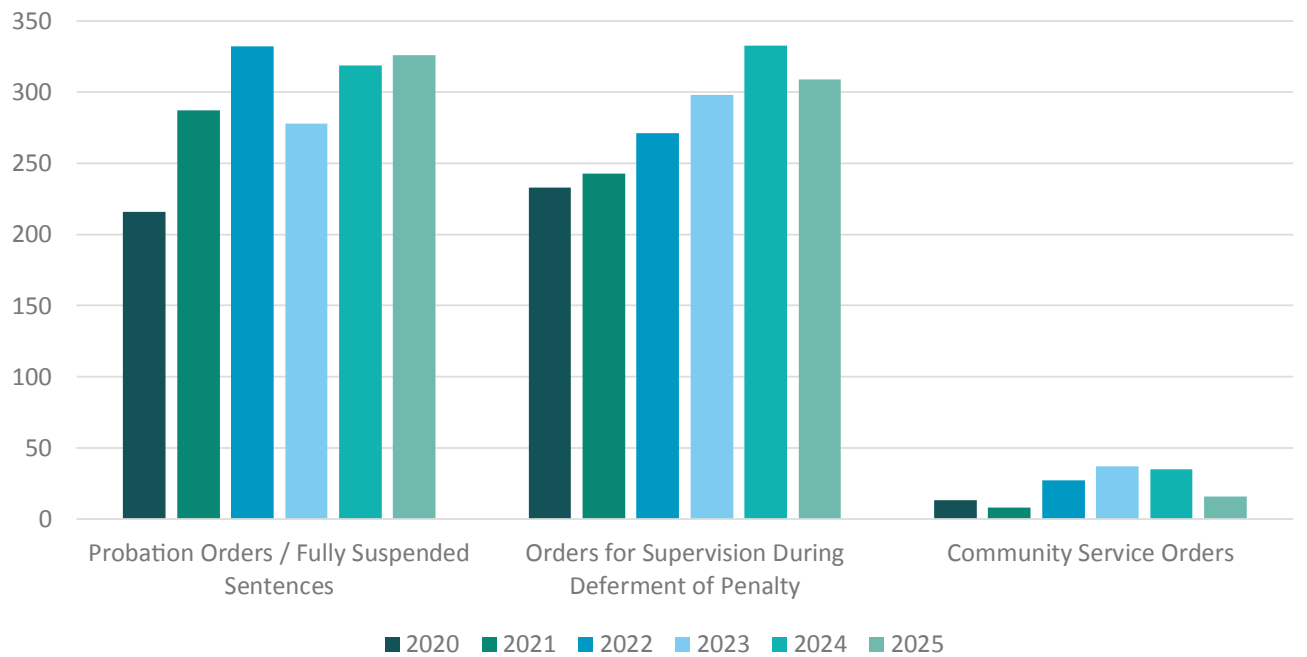
Supervision (Young Persons) 2025 % of total



Assessment Reports Requested (Young Persons) 2020 - 2025



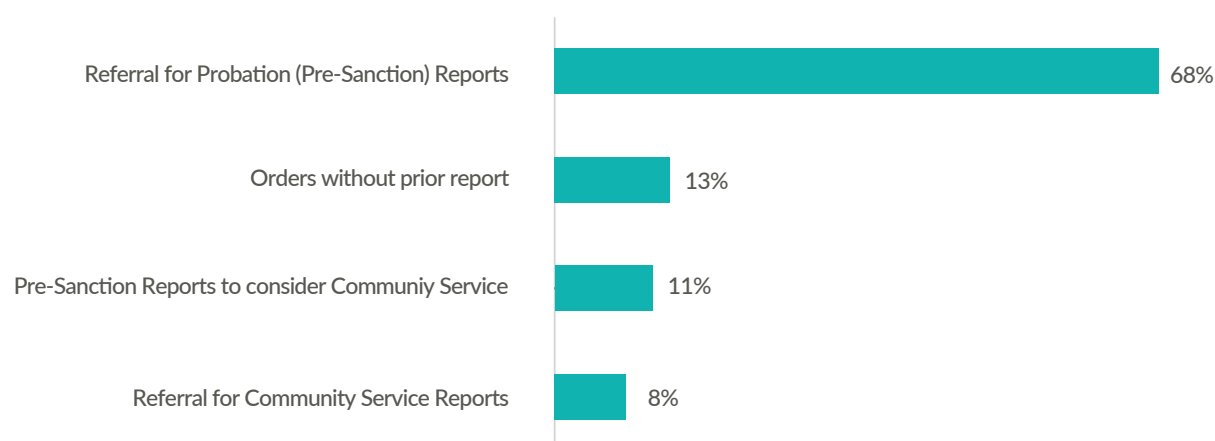
Orders Made by Year (Young Persons) 2020 - 2025



Young Adults (18 to 21 year olds) Referred to the Probation Service

New Referrals from Court	2023	2024	2025
Total Referrals Young Adults	1,158	1,053	1,143
Referral for Probation (Pre-Sanction) Reports	850	740	780
Orders without prior report	120	120	148
Pre-Sanction Reports to consider Community Service	108	119	121
Referral for Community Service Reports	80	74	94
Family Conference	-	-	-

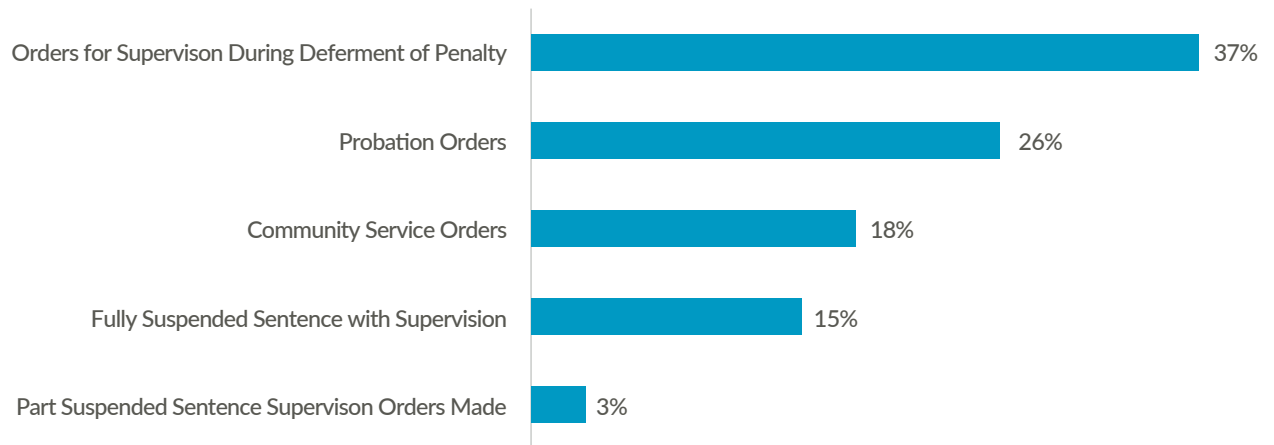
New Referrals from Court (Young Adults) 2025 % of total



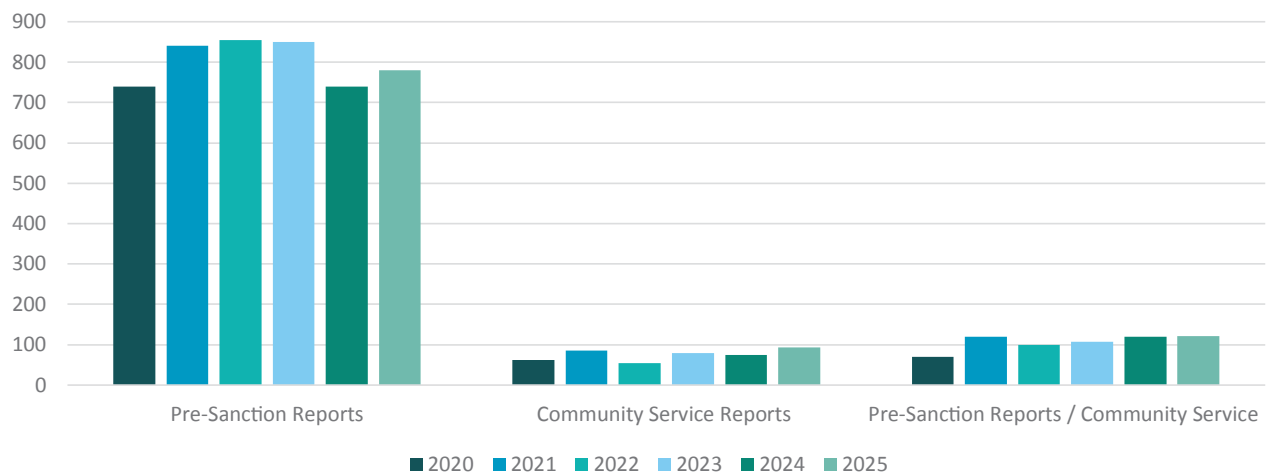
Supervision	2023	2024	2025
Total Supervision Orders Young Adults	953	914	922
Orders for Supervision During Deferment of Penalty	385	370	343
Probation Orders	203	223	244
Community Service Orders	159	156	167
Fully Suspended Sentence with Supervision	169	143	139
Part Suspended Sentence Supervision Orders Made	37	22	28
Other Orders	-	-	*
Post Release Supervision Orders Made	-	-	*

* From 2020, Data for some categories are not displayed in accordance with Statistical Disclosure control to ensure that individuals are protected against disclosure

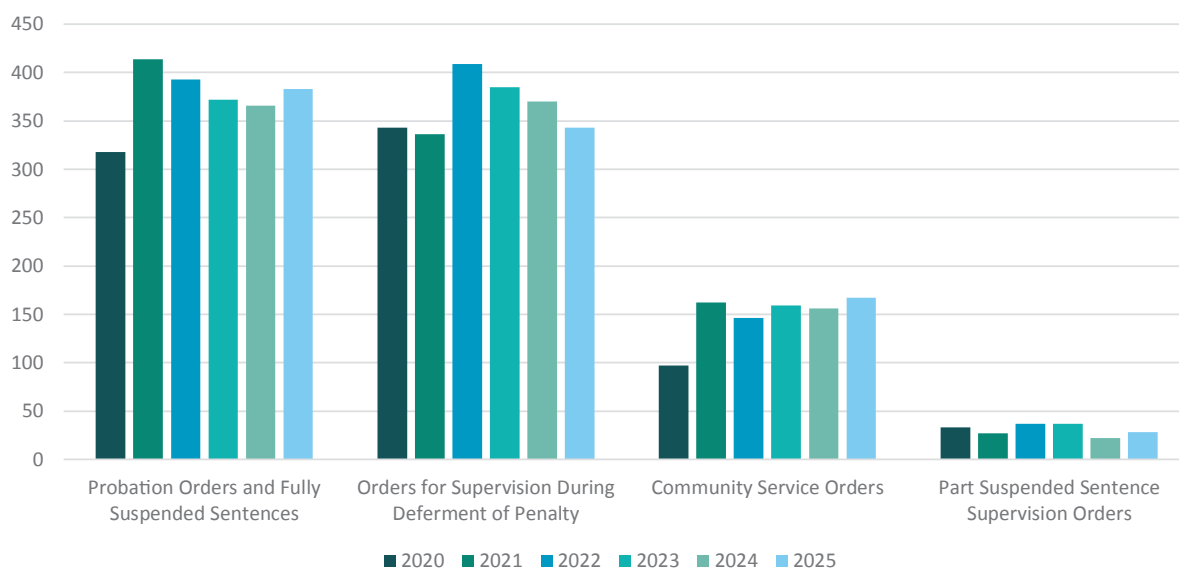
Supervision (Young Adult) 2025 % of total



Assessment Reports Requested (Young Adults) 2020 - 2025



Orders Made by Year (Young Adults) 2020 - 2025



Flow of Persons on Supervision during 2025

Order Type	Active Jan 1 2025	Orders Commenced	Orders Closed	Active Jan 1 2026
Total	8,186	7,464	7,488	8,162
Fully Suspended Sentence with Supervision	2,072	1,266	1,403	1,935
Community Service Order	1,975	1,623	1,734	1,864
Probation Order	1,584	1,606	1,468	1,722
Part Suspended Sentence with Supervision	1,635	476	411	1,700
Deferment of Penalty	557	2,268	2,235	590
Life Sentence Person Supervision	122	10	1	131
Post Release Supervision Order	117	13	4	126
Community Return	95	185	219	61
Other*	29	17	13	33

* Includes any other temporary release or family conference.

Offence Breakdown of all Referrals and Orders made 2025

Offence Category	Referrals During 2025	Probation Type Supervision	Community Service Orders
Total	100%	100%	100%
Theft	20.6%	23.1%	16.3%
Assault Offences	17.6%	17.2%	12.0%
Drug Offences	16.1%	17.6%	16.6%
Public Order Offences	10.5%	11.2%	11.3%
Road Traffic Offences	6.4%	3.7%	18.7%
Burglary	5.4%	6.0%	3.1%
Fraud Offences	3.8%	2.7%	5.7%
Dangerous Acts	3.5%	3.2%	3.9%
Sexual Offences	3.4%	2.9%	0.7%
Property Offences	3.3%	3.2%	3.3%
Offences against Justice	3.2%	4.0%	2.0%
Weapons and Explosives	2.9%	3.2%	3.3%
Robbery	1.9%	1.5%	0.4%
Miscellaneous Offences	1.0%	0.3%	2.5%
Homicide Offences	0.3%	0.0%	0.0%
Kidnapping	0.1%	0.1%	0.1%

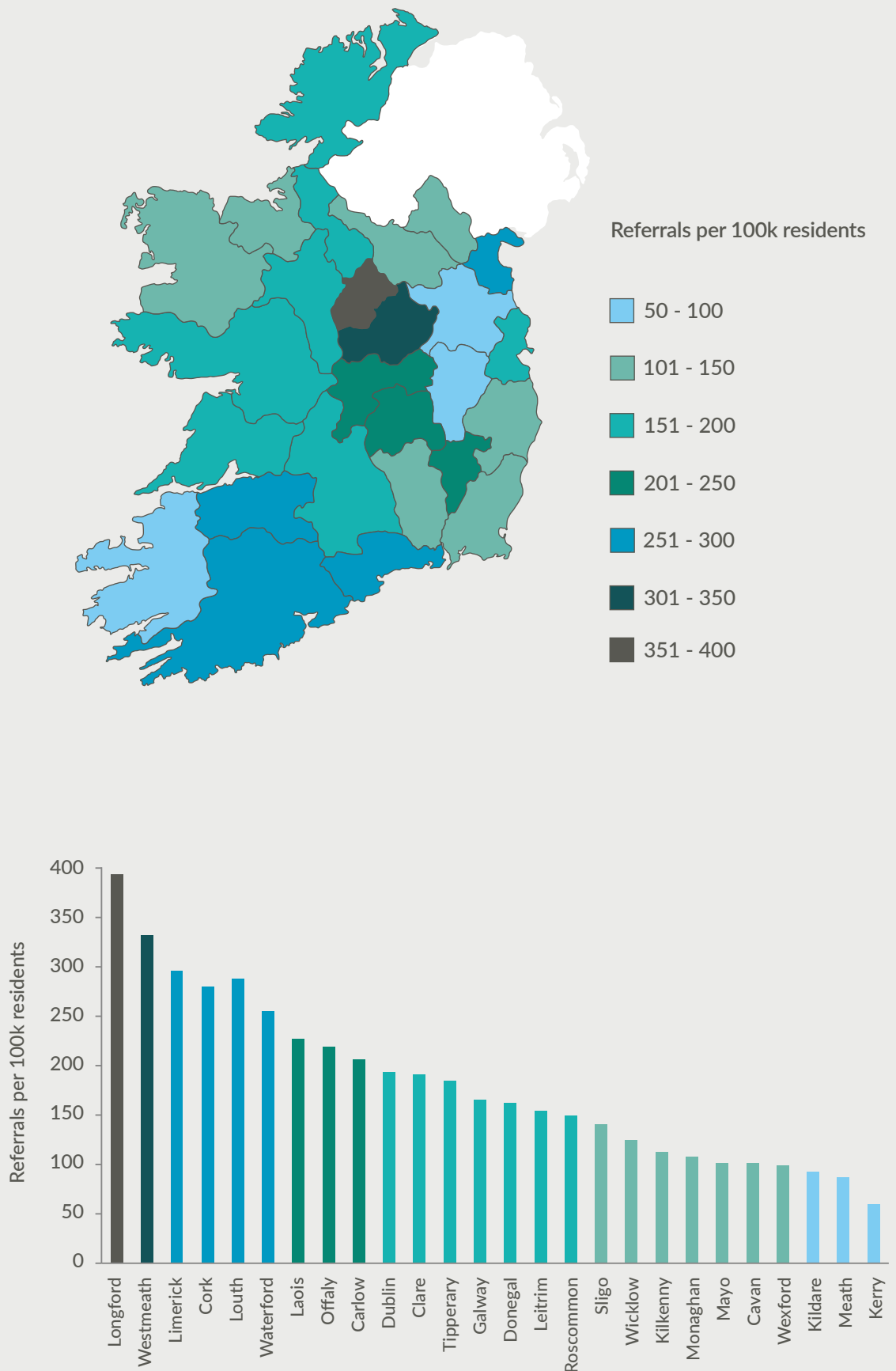
Referrals by Court Venue – 2025

<i>Jurisdiction</i>	<i>Circuit Court and Higher Courts</i>	<i>Circuit Court Appeals from District Court</i>	<i>District Court</i>	<i>Total</i>
Overall Total	2,317	282	7,898	10,497
Total Dublin (City and County)	652	53	2,492	3,197
Dublin (CCJ)	572	53	1,404	2,029
Blanchardstown	.	.	280	280
Smithfield	.	.	277	277
Dun Laoghaire	.	.	243	243
Tallaght	.	.	127	127
Balbriggan	.	.	106	106
Non-specified Dublin	80	.	2	82
Drug Treatment Court	.	.	28	28
Cloverhill	.	.	25	25
Cork	217	19	910	1,146
Limerick	105	10	444	559
Galway City	101	9	262	372
Waterford City	110	36	169	315
Dundalk	112	4	143	259
Portlaoise	40	6	210	256
Ennis	42	12	196	250
Mullingar	79	3	149	231
Letterkenny	99	7	97	203
Tullamore	38	5	138	181
Longford	38	.	142	180
Mallow	.	.	178	178
Trim	72	.	99	171
Carlow	30	8	122	160
Naas	94	14	49	157
Midleton	.	1	155	156
Kilkenny	34	20	100	154
Castlebar	78	3	68	149
Athlone	.	.	142	142
Drogheda	.	.	136	136
Nenagh	42	5	75	122
Sligo	36	5	78	119

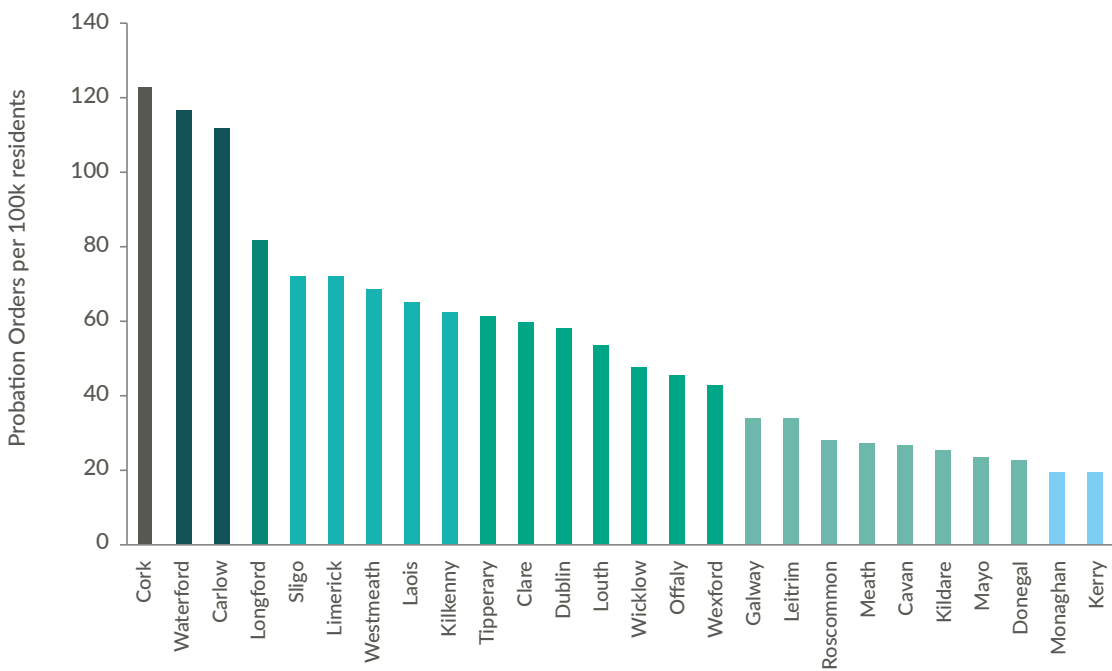
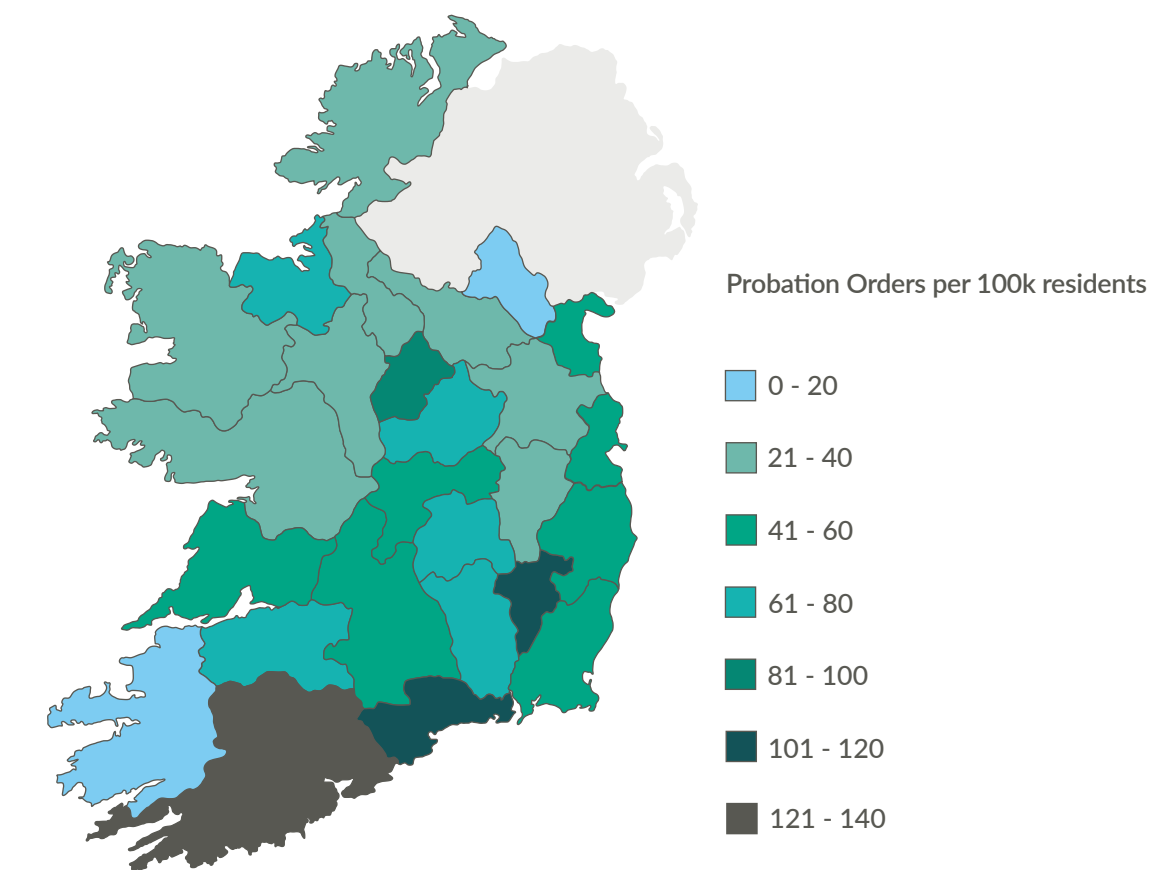
<i>Jurisdiction</i>	<i>Circuit Court and Higher Courts</i>	<i>Circuit Court Appeals from District Court</i>	<i>District Court</i>	<i>Total</i>
Bray	.	4	109	113
Wexford	27	7	77	111
Cavan	37	9	63	109
Clonmel	48	12	37	97
Fermoy	.	.	95	95
Monaghan	38	7	34	79
Tralee	25	4	44	73
Roscommon	36	3	27	66
Thurles	.	.	63	63
Bandon	.	1	61	62
Newcastle West	.	.	55	55
Carrick-on-Shannon	18	6	29	53
Wicklow	48	.	1	49
Macroom	.	.	47	47
Gorey	.	.	47	47
Clonakilty	.	.	40	40
Dungarvan	.	1	32	33
Ballinasloe	.	.	33	33
Tuam	.	.	27	27
Buncrana	.	.	26	26
Ballina	.	1	24	25
Loughrea	.	1	23	24
Arklow	.	.	24	24
Bantry	.	.	23	23
Kilrush	.	.	22	22

All other Courts have made 20 or fewer referrals in 2025. The total figures include all referrals, some not shown in table.

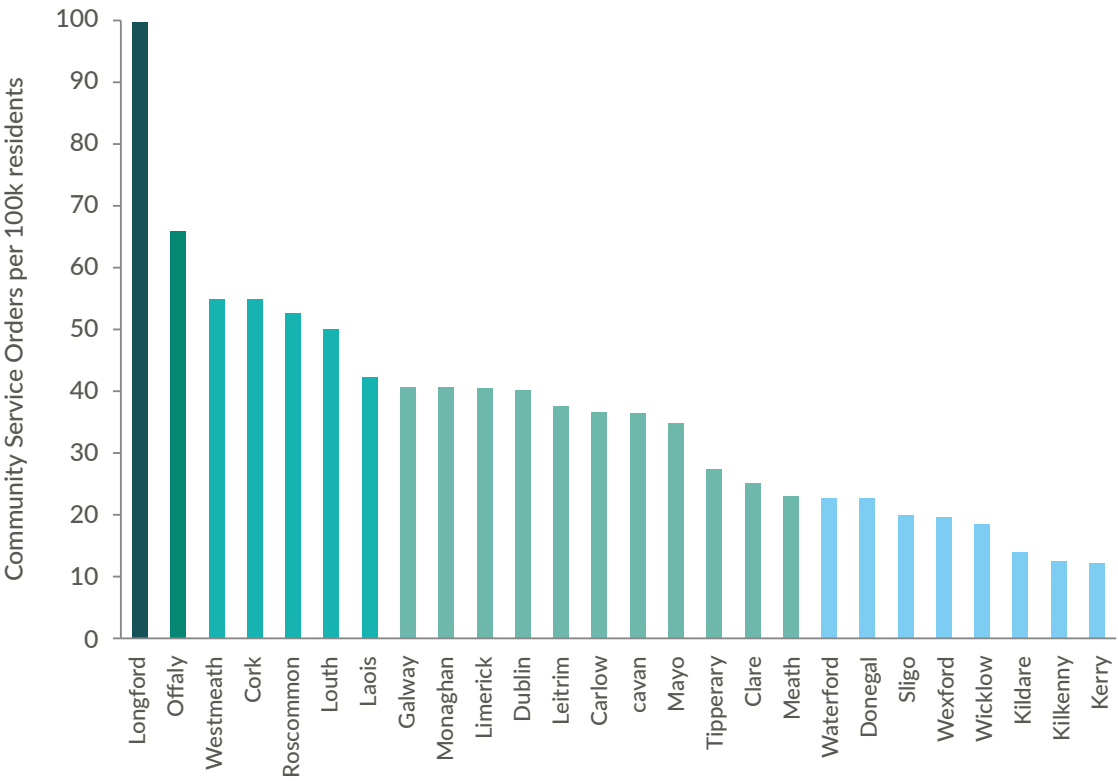
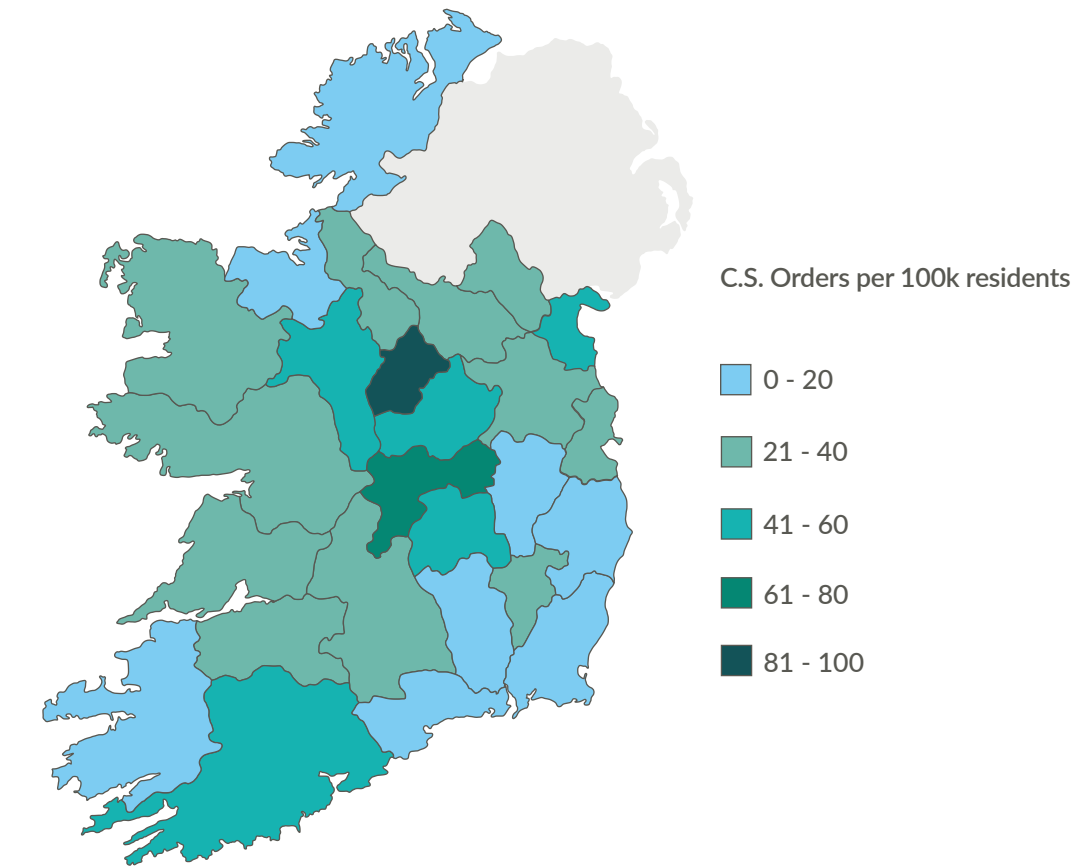
New Referrals by County in 2025 per 100,000 Residents



Probation Orders by County in 2025 per 100,000 Residents



Community Service Orders by County in 2025 per 100,000 Residents



Oversight and Governance Arrangements



Oversight and Governance Arrangements

The Probation Service ensures that oversight of our administration follows the requirements set out for all Public Bodies in the Code of Practice for the Governance of State Bodies (2016).

As part of our governance practice the Probation Service, with the Department of Justice, Home Affairs and Migration, put in place an Oversight Agreement 2023–2025 and Performance Delivery Agreement 2025. Both agreements are published on website of the Department of Justice, Home Affairs and Migration.

The Performance Delivery Agreement (PDA) sets out the Probation Service's key targets for 2025 (in the context of the resource inputs provided) and how their delivery will be measured in terms of performance targets/indicators. It also highlights any potential risk factors.

The Probation Service's compliance with the requirements of the PDA is monitored through at least three formal Governance meetings per year (or more if required) between the Department and the Probation Service. These meetings consider, as required:

- Implementation of the Strategy Statement and annual business plan
- Progress against the targets set out in the annual PDA
- Financial management, budgetary and resource issues
- The Service's oversight of funded bodies
- Data governance and protection
- Customer Service
- Risk management and other internal controls
- Adherence to the Service's obligations and commitments regarding the environment and the reduction of energy consumption
- Equality, diversity and inclusion issues and initiatives
- Any other matter comprehended in, or arising from, this Agreement

The Service also provide quarterly written updates on progress against its PDA targets, data protection/governance and other items as agreed with Performance & Compliance.

In line with Appendix A of the *Code of Practice for the Governance of State Bodies – Business & Financial Reporting Requirements* and the *Oversight Agreement 2023–2025*, reporting requirements are as follows:

1. The Probation Service confirms that there were no derogations from the applicable provisions of the Code of Practice.
2. The Probation Service Risk Management Committee has responsibility for assessing and reviewing principal risks included in the Probation Service Risk Register in accordance with the Probation Service Risk Management Policy 2023. The risk register is also reviewed as part of normal business monitoring and planning arrangements. This ongoing and embedded monitoring of the risk management process is supported by management reports to the Director of the Probation Service and the Executive Management Team.
3. The Probation Service confirms that it adheres to the relevant aspects of the Public Spending Code and has procedures in place to ensure compliance with current procurement policy and guidelines and confirms that during 2025 these were complied with.
4. A Compliance Statement for 2025, which includes a statement of internal controls, in respect of the Probation Service in relation to matters set out at paragraph 1.9 of the *Code of Practice for the Governance of State Bodies – Business and Financial Reporting Requirements* published by the Department of Public Expenditure, NDP Delivery and Reform, was submitted to Minister Jim O'Callaghan TD, July 2025. Appendix 2 sets out the Statement on the Probation Service System of Internal Controls for 2025.

The following are the key performance targets and outputs for 2025 with 2024 comparatives. These targets were set at the beginning of the year to assess the performance of the Probation Service in terms of output, efficiency and effectiveness:

Quantitative targets

Output area or initiative	Target	2025 Outturn	2025 Target	2024 Outturn	2024 Target
Court-ordered Pre-Sanction Assessment Reports	% of Adult PSARs submitted within 8 weeks	70%	70%	69%	70%
	% of total Young Person reports submitted within 28 days	89%	100%	100%	100%
Assessments of offenders for the Parole Board	% of assessment reports submitted to the Parole Board within specified timeframes	64%	80%	39%	80%
Efficient and effective delivery of the Community Service Scheme	% of Community Service assessments completed as Same Day Assessments.	20%	20%	17%	20%
Delivery of services through Community Based Organisations (CBOs)	Probation Service clients engaged with by core funded Adult and all Young Persons Probation (YPP) CBO's: % of SLA target numbers met.*	100%	95%	93%	90%
Supporting sentence management and reintegration of imprisoned offenders	No of persons engaged with in custody	3,785	3,500	3,521	3,000
	Number of Community Return Assessments Undertaken	195	350	352	300
	Community Return successful completion rate**	85%	90%	94%	90%
Victim services	% of victim queries responded to within two working days	100%	100%	100%	100%
Staff Induction Training and ongoing professional development	Internal training events delivered to front line staff***	140	110	117	95
	% of new Probation Officers inducted within 4 months of commencing employment	90%	95%	95%	95%

* Core funded Adult and all Young Persons Probation (YPP) Community Based Organisations represents 74% of the Services to Offenders 2025 budget allocation (subhead A9) of €21,032,000.

** Not all completions commenced in the same calendar year.

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

Other targets

Action	Associated Strategic Pillar	Target Timeframe	Quarter 4 2025 Update
Develop a Communications Strategy 2026–2028, with an annual programme that aligns with strategic priorities.	Future-Proofing our Service	Q4	Partially complete – carry forward into 2026
Deliver the 'Community Service New Directions Implementation Plan 2024-26' year 2 actions. - Establish two Community Service Regional Hubs in 2025 - Complete Integrated Community Service (ICS) Review and develop ICS Action Plan in response to recommendations arising. - Develop discrete Communication Plan, aligned with Judicial Engagement Strategy and the Communications Strategy findings.	Enhancing Community Safety	Q3 Q1 Q3	Partially complete – one hub established. Second hub will be established in 2026 Partially complete – ICS Review finalised. Draft action plan in response to findings commenced. Complete
Irish Probation Framework (IPF) - All teams trained and implementing the IPF - Professional Staff Supervision training delivered to all Senior Probation Officers	Empowering Our Team	Q4	Complete
Establish Probation Service Quality Assurance Framework, aligned to both the Probation Service Practice Policies and Irish Probation Framework. (CF from 2024)	Enhancing Community Safety	Q3	Deferred to 2026
Implement year 1 of the implementation plan arising from review of Community Based Organisations funded by the Probation Service.	Building collaboration and engagement	Q4	Complete
Deliver the 'Restorative Justice Action Plan 2024–26' year 2 actions. - Develop a paper to scope a metrics and evaluation framework for monitoring RJ interventions and expansion programme. - Expand community-based RJ provision into four additional counties.	Enhancing Community Safety	Q3 Q4	New approach agreed for 2026 Complete

Action	Associated Strategic Pillar	Target Timeframe	Quarter 4 2025 Update
In partnership with AGS establish a revised national JARC model (2 year plan) - Finalise Manual of Practice - Deliver joint training workshops AGS/PS, - Commence JARC nationally - Review the YJARC model	Enhancing Community Safety	Q1 Q2 Q3 Q4	Complete Complete for pilot sites Pilot commenced in two sites, Wicklow and Wexford Deferred to 2026
Progress the development of the new Case Management System. - Complete the Storyboards Scenarios Initiation Phase of Project - Define the IPF phase representation for the new CMS - Complete Data Protection Impact Assessment / Cloud Risk Assessment/ Project Initiation Document for new CMS	Future-Proofing our Service	Q2	Complete Complete DPIA Complete Cloud Risk Assessment Complete PID to be revised and presented to the Project Board
Further build organisational capacity to assess and manage risk of harm. - Revision of ROSH (Risk of Serious Harm) finalised and associated training delivered - Introduce SAM (Stalking Assessment Management Process) as part of the Service's suite of risk assessment instruments.	Enhancing Community Safety	Q3 Q4	Complete Introduction of SAM derferred to 2026
Roll out a system for equality-screening all new policies to ensure equal treatment for groups at risk of discrimination. - Finalise Equality Screening Options paper, including screening template. - Pilot equality screening in two areas, one to be client focused and the other staff-focused.	Enabling Social Inclusion	Q1 Q4	Complete Alternative approach agreed for 2026
Support the implementation of the electronic monitoring project though membership of the steering group, design authority and assisting with implementation of the operating model	Enhancing Community Safety and Future Proofing our Service	Q4	Ongoing

Financial Statement Income and Expenditure 2025



Financial Statement Income and Expenditure 2025

		<i>Budget Estimate</i>	<i>Budget including Supplementary</i>	<i>Provisional Outturn</i>	<i>Savings</i>	<i>Excess</i>
		€000	€000	€000	€000	€000
Vote 2024	January - December 2025					
A7	Salaries, Wages and Allowances	31,181	31,890	32,188		1,007
A8	Operating Expenses (Travel, Postal and Telecom, Office Premises, Office Machinery)	4,725	5,525	5,628		903
A9	Services to Offenders Assistance to Voluntary Bodies (Current)	21,032	21,032	21,013	19	
A10	Community Service Order Scheme	3,860	3,574	3,576	284	
Total		60,798	62,021	62,405	303	1,910

Financial Statement Income and Expenditure 2024

		<i>Budget Estimate</i>	<i>Budget including Supplementary</i>	<i>Outturn</i>	<i>Savings</i>	<i>Excess</i>
		€000	€000	€000	€000	€000
Vote 2024	January - December 2024					
A7	Salaries, Wages and Allowances	29,031	30,291	29,589		558
A8	Operating Expenses (Travel, Postal and Telecom, Office Premises, Office Machinery)	4,325	4,325	5,141		816
A9	Services to Offenders Assistance to Voluntary Bodies (Current)	20,032	20,032	19,996	36	
A10	Community Service Order Scheme	3,610	3,810	2,852	758	
Total		56,998	58,458	57,578	794	1,374

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 2025:

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.

Late Payments

<i>Invoice Amount</i>	<i>No. of Invoices</i>	<i>Amount of Interest Paid</i>
Under €317	17	688.95
Over €317	8	646.35
Total	25	1,335.29

Freedom of Information and GDPR

The Probation Service is fully committed to GDPR best practices and operates under the principle that all data should be treated as sensitively as one's own.

The work of the Probation Service involves providing vital, life-changing services to people often in great need of intervention. As a result, Probation Staff inevitably gather highly-sensitive data, with a paramount need for care that goes far beyond the standard regarding data security.

To ensure these standards, all new staff are trained upon arrival and receive regular communications, reminding them of the Data Protection Guidelines, how to avoid breaches, and of the need to report any breaches that do occur, immediately.

The prioritisation of Data Protection training and protocols was positively reflected in the continued low incidence rate of breaches, 22 of which were recorded in 2025. 49 third-party inter-agency requests were processed in partnership with An Garda Síochána, Tusla and the Repatriation Division of Justice. These exchanges strengthen bonds between the agencies of the Department of Justice, Home and Migration, and across the wider Civil Service. The Service was also subject to an audit carried out across the Department of Justice, Home Affairs and Migration in 2025, resulting in increased accuracy and efficiency in internal data processes generally.

Nine Subject Access Requests were processed in 2025, along with 24 requests under Freedom of Information. The majority of these were from clients and staff, while some came from news media outlets.

Customer Service Complaints

The Probation Service is committed to the delivery of a quality service to all our customers and Service users equally.

The Service aims to ensure consistency, fairness and transparency in its response to complaints and will facilitate improvements in the provision of service where this is deemed to be necessary. Formal complaints are dealt with under our Customer Complaints Procedures. There were seven formal customer service complaints in 2025.

Appendices



Appendix 1: Glossary of Terms

Assessment

Probation officers deliver an offender assessment service to courts to assist in sentencing decisions, particularly where probation supervision or community service is being considered. There are two main types of offender assessment reports.

Pre-Sanction Report (PSR)

These are also known as ‘probation reports’, assessing suitability for a community sanction and issues relevant to reducing reoffending. Building on the findings of structured risk assessment, probation reports outline the underlying factors in the offending behaviour, the offender’s attitude to the crime and motivation to change, and action to be taken to help prevent further offending.

Community Service Report (CSR)

These reports assess suitability of an offender to do unpaid work in the community instead of going to prison.

Supervision Probation Orders

These orders are one of a range of options open to courts when sentencing individuals found guilty of criminal behaviour. Offenders give an undertaking to the court that they will be of good behaviour; avoid further crime; adhere to the conditions of the order and to follow the directions of a supervising probation officer, who will monitor and help them to stay out of further trouble.

Community Service Orders

Instead of a prison sentence, convicted offenders over 16 years of age may, instead, be given the opportunity by the court to perform unpaid work for the benefit of the community. The legislation for Community Service Orders allows a judge to sentence an offender to between 40 and 240 hours work. Any order made must be completed within a year. Community Service is a direct alternative to a prison sentence and an order will only be made by the judge where a custodial sentence has first been deemed appropriate.

Community Return

The Community Return scheme is an incentivised early release scheme, which provides for earned temporary release under which offenders who are assessed as eligible and suitable by the Irish Prison Service are offered temporary release in return for supervised community service. Officers of the Probation Service assess offenders as to suitability and motivation to complete the community work. The scheme is applicable to suitably assessed prisoners who are serving sentences of more than one and less than eight years. Those participating are granted reviewable temporary release having served at a minimum of 50% of their sentence, with a condition of their release to undertake community service supervised by the Probation Service.

Supervision During Deferment of Penalty

Supervision during deferment of penalty is a judicial practice whereby the court does not proceed to determine the appropriate penalty but instead postpones the decision to a further date, on condition that the offender complies with the supervision of a probation officer and avoids reoffending.

Post Release Supervision Orders

Under the Sex Offenders Act, 2001, judges can sentence people convicted of sexual offences to a period of probation supervision following their release from prison. Such offenders are monitored closely. During supervision, the probation officer focuses on the offence committed and its implications for public safety, helping the offender to see the past offending behaviour as a problem, identify risk factors and develop strategies and supports to ensure there is no repeat offending.

Conditional Suspended or Part-Suspended Sentences

Judges can deal with a case by way of a suspended or part-suspended sentence with conditions of probation supervision. This means the judge may:

- Issue a prison sentence of a number of months or years; and
- Suspend all or part of the sentence for a period of time, conditional on the offender remaining under the supervision of a probation officer for the specified time for which the custodial sentence is suspended.

Supervised Temporary Release

The Probation Service supervises some prisoners on temporary release from custody (as provided for in the Criminal Justice Act, 1960 and the Criminal Justice Temporary Release of Prisoners Act, 2003) in the community with specific conditions aimed at helping with their reintegration in the community and to avoid further offending. Life sentence prisoners on release in the community are obliged to cooperate and comply with Probation Service supervision as a condition of temporary release. Such prisoners, in the normal course, remain subject to supervision for the remainder of their lives.

Family Conferencing

In addition to the above, there are a variety of disposals managed by the Probation Service specific to young persons who offend, as outlined under the Children Act 2001, as amended. These include family conferencing.

A family conference is based on principles of restorative justice which, in essence, means healing the harm done to victims, while holding the offender accountable for their actions. The aim of the family conference is to divert the young person who has accepted responsibility for his/her behaviour from court, conviction and custody, and from committing further offences.

Cases of Non-Compliance

With court orders, in cases where offenders on supervision fail to comply with the terms of any of the above supervision orders, they are returned to the relevant court to face the consequences. This can include imposition of an alternative penalty, up to and including a custodial sentence.

Joint Agency Response to Crime (J-ARC)

J-ARC is a joint strategy developed and agreed by An Garda Síochána, the Probation Service and the Irish Prison Service in 2015. It aims to provide a strengthened and visible inter-agency approach in the management of identified recidivist offenders in order to reduce crime and increase public safety.

SORAM

The Sex Offender Risk Assessment and Management (SORAM) model is a structured system for sharing information and expertise on those offenders subject to supervision requirements of the courts, and Garda notification under the legislation, and managed on a multi-agency basis.

Irish Probation Framework (IPF)

The Irish Probation Framework (IPF), formerly known as the Irish Offender Supervision Framework (IOSF), describes the model and methods used by the Irish Probation Service with clients, from the initial point of engagement until contact is completed. It draws on “what works” and “who works” principles and desistance theories. It is underpinned by research and empirical evidence.

Parole

Life sentenced prisoners may be granted a Parole Order and released into the community under the Parole Act 2019. On release in the community, parolees are obliged to cooperate and comply with Probation Service supervision as a condition of their release. Parolees remain subject to Probation supervision for the remainder of their lives.

Restorative Justice

Restorative Justice offers harm-doers a chance to understand the effects of their action and address the harm caused to victims, families and communities. It provides victims with a voice and a process to express their experiences. Restorative justice can be delivered in many forms and with direct and indirect victim participation.

Appendix 2: Statement on the Probation Service System of Internal Control

Scope of Responsibility

I along with senior management acknowledge responsibility for ensuring that an effective system of internal control is maintained and operated. This responsibility takes account of the requirements of the Code of Practice for the Governance of State Bodies (2016).

Purpose of the System of Internal Control

The system of internal control can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected in a timely manner. Maintaining the system of internal controls is a continuous process and the system and its effectiveness are kept under ongoing review. The system of internal control, which accords with guidance issued by the Department of Public Expenditure, NDP Delivery and Reform, has been in place in the Probation Service for the year ended 31 December 2023.

Capacity to Handle Risk

There is a non-statutory Senior Management Team (Executive Management Team) in place, which comprises the Director, Deputy Directors and Principal Officer. Any major strategic matters, which arise for the Probation Service, are considered by this Team, which meets bi-monthly. The Department's Internal Audit Unit provides support to the Probation Service in monitoring and reviewing the effectiveness of its arrangements for governance, risk management and internal control. I have put procedures in place to ensure the reports of the Internal Audit function are followed up.

As the Probation Service falls under the Justice Vote (Vote 24), the Department's Audit Committee supports the Probation Service in order to provide oversight, ensuring that the interests of Government and other stakeholders are protected in relation to business and financial reporting and internal control.

Risk and Control Framework

The Probation Service has its own Risk Management Policy in place. This Risk Management System identifies and reports key risks and management actions being taken to address and, to the extent possible, to mitigate these risks. A risk register is in place. The register is reviewed and updated by the Probation Service Risk Management Committee. The outcome of these assessments is used to plan and allocate resources to ensure risks are managed to an acceptable level. I confirm that a control environment containing the following elements is in place:

- Procedures for all key business processes have been documented
- Financial responsibilities have been assigned at management level with corresponding accountability
- There is an appropriate budgeting system with an annual budget which is kept under review by senior management
- There are systems aimed at ensuring the security of the information and communication technology systems, the CTI Division of the Department of Justice, Home Affairs and Migration provide the Probation Service with ICT services through the Managed Service.
- The HR Division of the Department of Justice, Home Affairs and Migration provides a Human Resource Management Service not limited to recruitment involving employee relations, workforce development, performance management and liaison with (HR) shared services.
- There are systems in place to safeguard assets and Control procedures over grant funding to outside agencies ensure adequate control over approval of grants and monitoring and review of grantees to ensure grant funding has been applied for the purpose intended.

Appendix 3: Statement of Compliance

Mr Jim O'Callaghan, TD, Minister for Justice, Home Affairs and Migration, Department of Justice, Home Affairs and Migration, 51 St Stephen's Green, Dublin, D02 HK52.

April 19, 2025

Re: Acting Director's Comprehensive Report to the Minister and Annual Report 2025

Dear Minister O'Callaghan

I wish to refer further to the Annual Report of the Probation Service for 2025, which sets out the work of the Probation Service during 2025.

I now wish to set out hereunder a **Compliance Statement** in relation to the matters itemised at paragraph 1.9 and Appendix C of the *Code of Practice for the Governance of State Bodies – Business and Financial Reporting Requirements* published by the Department of Public Expenditure, NDP Delivery and Reform.

Commercially Significant Developments

Not relevant - the Probation Service has no statutory authority to enter into any of the commercial arrangements contemplated by this heading.

Summary of off-balance sheet financial transactions

Not relevant - the Probation Service operates under the Vote of the Department of Justice, Home Affairs and Migration (Vote 24) with the Secretary General of the Probation Service's Department acting as the Accounting Officer. The Probation Service has no statutory authority to enter into any off-balance sheet transactions.

Statement on System of Internal Controls in a State Body

Please see Appendix 2.

Codes of Conduct

The Probation Service does not have a Board. All employees of the Probation Service are civil servants, and I confirm that the Civil Service Code of Conduct is in place and is being adhered to.

Government policy on pay

All staff of the Probation Service are civil servants and are governed by central pay arrangements overseen by the Department of Public Expenditure, NDP Delivery and Reform.

Payment of Board members

Not applicable - the Probation Service does not have a Board.

Reasons for non-compliance with above headings

The Probation Service does not have a Board and operates under the Vote of the Department of Justice, Home Affairs and Migration (Vote 24) with the Secretary General of the Department of Justice, Home Affairs and Migration acting as the Accounting Officer. As such, many of the above headings do not apply. Explanations in relation to any non-compliance or derogations from the above can be found under each relevant heading.

Post balance-sheet events

Not applicable – the Probation Service has no statutory authority to enter into transactions resulting in post balance sheet events. All matters are accounted for in the Appropriation Accounts.

DPENDPR Public Spending Code

I confirm that the appropriate requirements of the Department of Public Expenditure, NDP Delivery and Reform's Public Spending Code are being complied with.

Protected Disclosures Act 2014

I confirm that procedures are in place for the making of protected disclosures in accordance with section 21(1) of the Protected Disclosures Act 2014. The Probation Service has formally adopted the Department of Justice, Home Affairs and Migration's Protected Disclosures Policy and any protected disclosures are notified to the Department and reported in the Department's Protected Disclosure Annual Report. The Probation Service also refers to any protected disclosures in its Annual Report. One protected disclosures was made in 2025.

Government Travel Policy

I confirm that Government Travel Policy requirements are being complied with in all respects.

Compliance with Tax Law

I confirm that the Probation Service has complied with its obligations under tax law.

Legal disputes involving other State Bodies

The Probation Service is not engaged in any legal dispute involving another state body.

Adoption of Code of Practice for the Governance of State Bodies

I confirm that the Probation Service has adopted the relevant provisions of the Code of Practice for the Governance of State Bodies and is in compliance with these.

Subsidiaries

Not relevant - the Probation Service is not a corporate body and does not have any subsidiaries, so this heading is not relevant.

Procurement

I confirm that the Probation Service adheres to current procurement policy and procedures.

Compliance with DPENDPR Circular 25/2026

In accordance with Department of Public Expenditure, NDP Delivery and Reform Circular 25/2016 Protocol for the Provision of Information to Members of the Oireachtas by State Bodies under the aegis of Government Departments/ Offices, the Probation Service is obliged to put a number of arrangements in place to provide information to members of the Oireachtas. I am pleased to confirm compliance with the measures and standards set out in Circular 25/2026.



Una Doyle
Director (Acting),
Probation Service

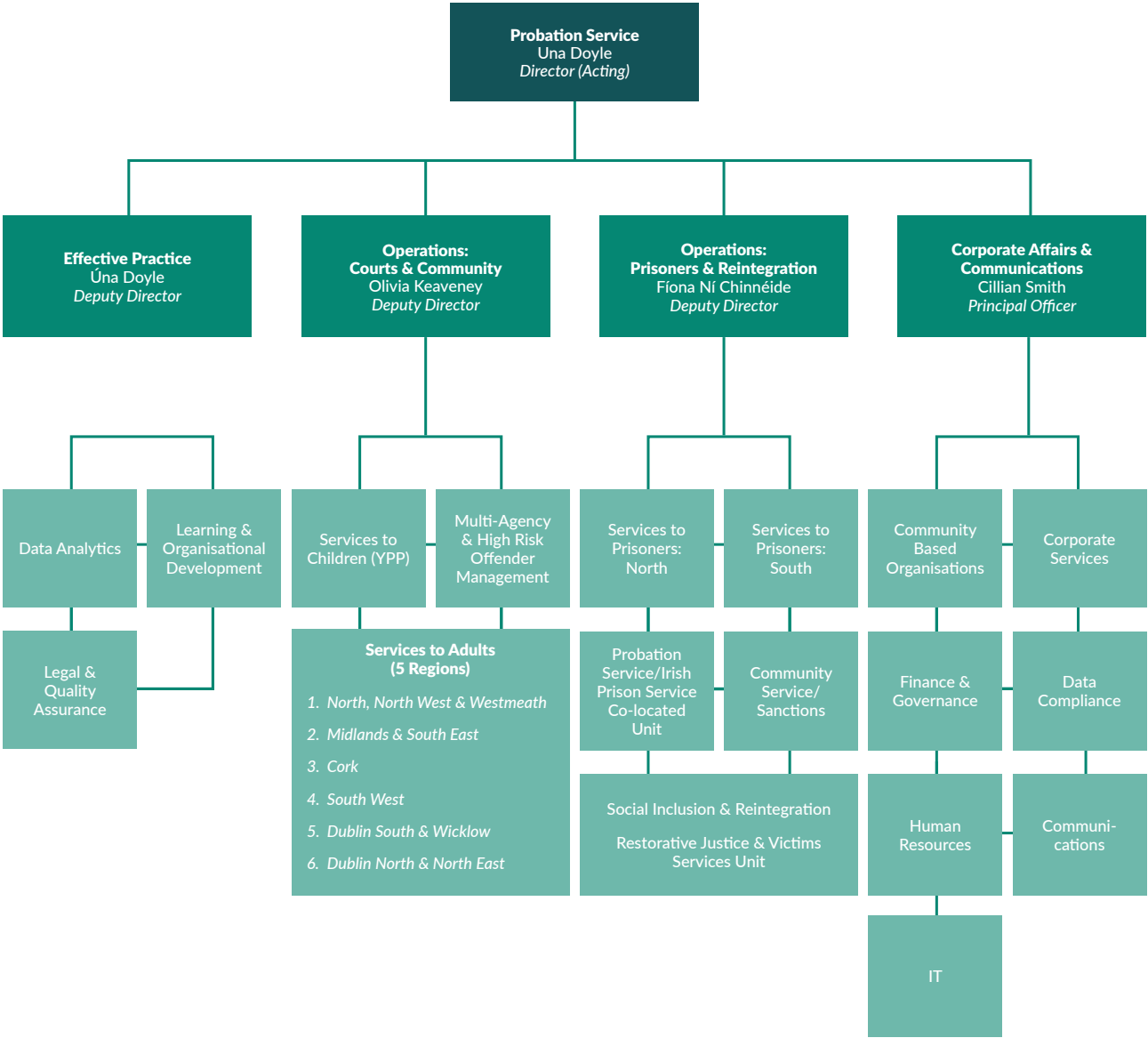
Appendix 4: Staffing, end of year 2025

<i>Professional Grades FTE</i>	<i>FTE</i>	<i>STAFF</i>
Director	0.00	0
Acting Director	1.00	1
Dep Director	2.00	2
Principal Officer	1.00	1
Assistant Principal Probation Officer	14.00	14
Senior Probation Officer	44.70	45
Acting APPO	0.00	0
Acting SPO	4.00	4
Probation Officer	239.55	247
Probation Assistant	50.80	51
LOCUM PO	0.00	0
Total	357.05	365

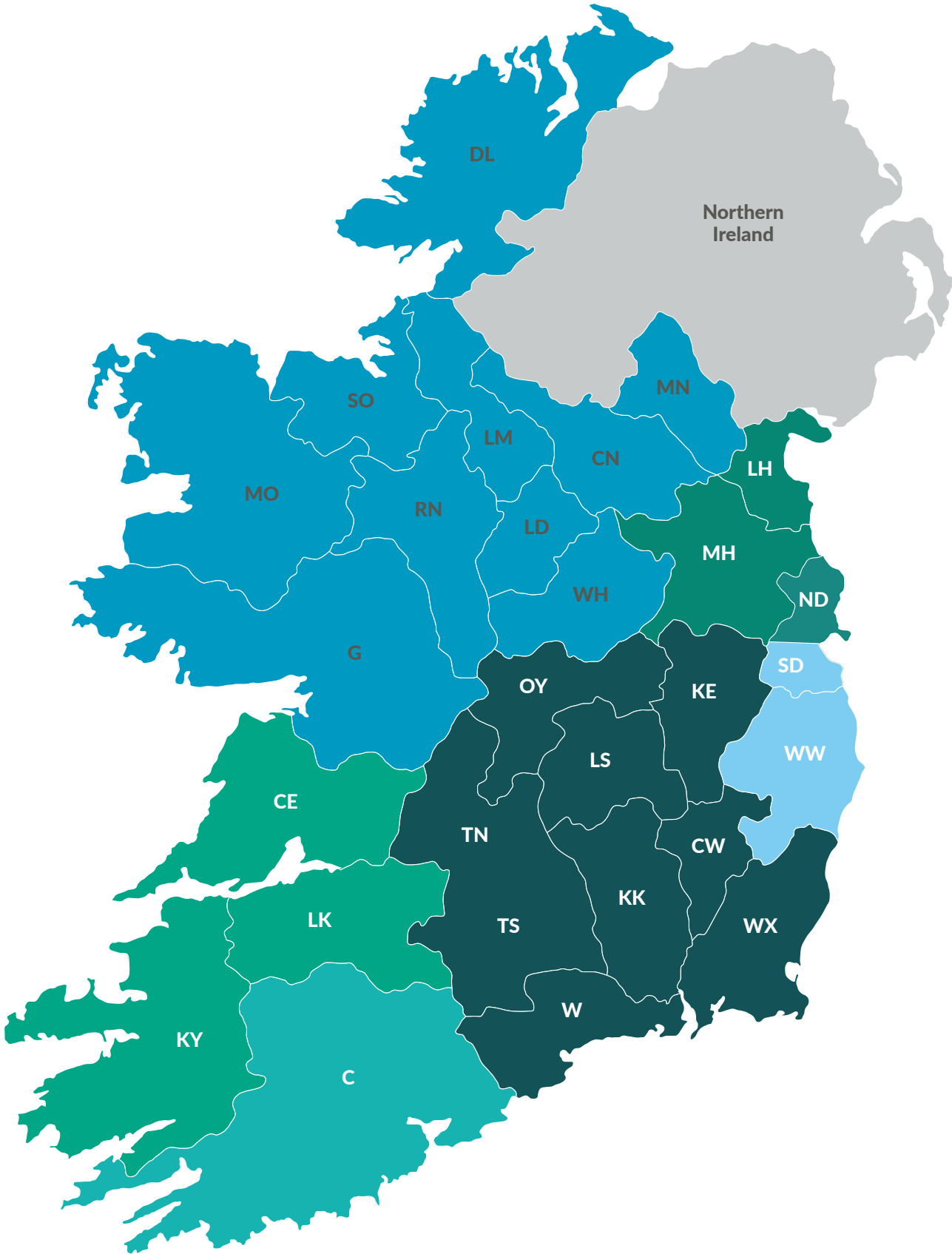
<i>Administrative Grades FTE</i>	<i>FTE</i>	<i>STAFF</i>
Professional Accountant	1.00	1
Statistician	0.00	0
AP	5.00	5
Acting AP	0.00	0
HEO	21.80	22
Intern	1.00	1
Acting EO	1.00	1
EO	22.00	22
CO	51.00	54
TCO	0.00	0
SVO	2.00	2
Total	104.8	108

<i>State Industrial Grades</i>	<i>FTE</i>	<i>STAFF</i>
Community Service Supervisor	45.40	49
Total Staff	507.25	522

Appendix 5: Organisational Chart



Appendix 6: Regional Map



Appendix 7: Main Probation Service Delivery Locations 2025



Appendix 8: Community Based Organisations & 2025 funding

In 2025, the following funding amounts were allocated to the Community Based Organisations listed below:

Organisation	Location	Funding
Rutland Youth Service CLG (YPP)	Dublin 1	€96,000
Aftercare Recovery Group	Co. Dublin	€48,000
Aiséirí Cahir	Co. Tipperary	€96,000
Aiséirí Céim Eile	Co. Waterford	€68,000
Aiséirí Wexford	Co. Wexford	€55,000
Aislinn (YPP)	Co. Kilkenny	€288,000
Ana Liffey Project	Dublin 1	€50,000
Athy Alternative Project	Co. Kildare	€222,000
Ballinasloe Training Workshop	Co Galway	€210,000
Ballymun Youth Action Project	Dublin 11	€60,000
Ballyrunners	Dublin 9	€68,000
The Diamond Project	Dublin 1	€250,000
Bridge Project	Dublin 8	€442,000
Bushypark (Clarecare)	Co. Clare	€80,000
Candle Community Trust (YPP),	Dublin 10	€622,000 Probation Service, €400,000 Department of Justice, Home Affairs and Migration/Dormant Accounts Funding
Care After Prison	Dublin 2	€60,000
Céim ar Chéim (YPP)	Co. Limerick	€572,000
Churchfield Community Trust	Co. Cork	€440,000
Coolmine Therapeutic Community	Dublin 15	€644,000
Cork Alliance Centre	Co. Cork	€282,000
Cornmarket Project	Co. Wexford	€316,000
Cox's Demesne (YPP)	Co. Louth	€230,000
Crinan	Dublin 1	€28,000
Cuan Mhuire Athy	Co. Kildare	€68,000
Cuan Mhuire Bruree	Co. Limerick	€76,000
Cuan Mhuire Coolarne	Co. Galway	€42,000
Cuan Mhuire Farnanes	Co. Cork	€ 16,000
Daughters of Charity Community Services (YPP)	Dublin 1	€ 122,000

Organisation	Location	Funding
Deonach	Dublin 24	€ 1,034,000
Dóchas don Óige (YPP)	Co. Galway	€ 283,000
Donegal Women's Centre	Co. Donegal	€ 22,000
Fusion CPL	Dublin 10	€ 12,500
GROW	Swords, Co. Dublin	€ 13,980
Guild of St. Philip Neri	Dublin 1	€ 20,000
Kerry Adolescent Counselling Service	Co. Kerry	€ 106,000
Kilkenny Employment for Youth	Co. Kilkenny	€ 24,000
Le Chéile Mentoring	Dun Laoghaire, Co. Dublin	€ 1,207,000
Tosú /Linkage	Dublin 15	€ 1,447,000
Matt Talbot Community Trust, Rear Church of the Assumption	Ballyfermot, Dublin 10	€ 80,000
Merchant Quay	Dublin 8	€ 186,000
PACE CLG	Dublin 15	€ 2,126,000
PALLS	Co. Limerick	€ 430,000
Pro-Social Driver Programme CLG	Co. Donegal	€ 156,000
Restorative Justice in the Community	Co. Tipperary	€ 252,000
Restorative Justice Services	Dublin 8	€ 456,000
SAOL Project	Dublin 1	€ 216,000
Solas Project	Dublin 8	€ 82,000
Southill Outreach	Co. Limerick	€ 453,000
Stepping Out Programme	Co. Westmeath	€ 100,000
Tabor Fellowship	Co. Cork	€ 114,000
Tivoli Training Centre	Dún Laoghaire, Co. Dublin	€ 702,000
Tower Programme	Dublin 22	€ 380,000
TRAIL PMVT Housing Service	Dublin 1	€ 227,000
Traveller Justice Initiative	Dublin 8	€ 50,000
Treo Port Lairge CLG	Co. Waterford	€ 354,000
Tuam Community Training Centre	Co. Galway	€ 222,000
Tus Nua, Abigail Centre	Dublin 11	€ 726,000
Westview Young Persons Probation Project	Cork City	€ 237,000
Wexford Centre Project Limited	Dublin 1	€ 23,250
WHAD Project	Dublin 10	€ 143,000 Probation Service €80,000 Department of Justice, Home Affairs and Migration/Dormant Accounts Funding.
Sailing into Wellness	Kinsale, Co. Cork	€ 70,000

Additional funding was issued to community organisations in 2025 to cover additional expenditure, new pilot initiatives, and new services developed following expressions of interest processes in 2025. The additional funding may cover expenditure that will take place in 2026.



An tSeirbhís Phromhaidh The Probation Service



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