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C&AG reports on management and performance of Probation and After-Care Service

Comptroller and Auditor General (C&AG), Lynn Pamment CBE, has today, 10 November 2026, issued her report on the Probation and After-Care Service

The Jersey Probation and After-Care Service (the Service) exists to provide the parishes, courts and prisons with a high quality information service and to supervise those offenders entrusted to it in order to reduce re-offending, allow restitution and protect the public. In family proceedings, the Jersey Family Court Advisory Service (JFCAS) provides the Royal Court with reports and advice about the best interests of children.

The Service is a department of Jersey's Judiciary and is a non-Ministerial department. The Probation Board is appointed by the Bailiff on behalf of the Royal Court to provide a governance framework for the Service.

The audit has evaluated how well the Service uses its resources to manage risk, and to ensure it delivers an efficient, effective and economic service.

The C&AG found that the Service has clearly articulated and agreed strategic objectives and, while the Service can evidence change and improvement, formalising an aspiration in a vision statement would enable the Service to build on the current baseline performance - with a focus on continuous improvement in a more structured way.

The Service demonstrates a greater level of risk management maturity when measured against Government departments assessed so far by the central risk team.

The audit identified well-established processes in place for casework and quality assurance within the team, although there are no published performance indicators that relate to timeliness and quality of casework reports.

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A significant amount of data is provided quarterly to enable the Board and Management Team to review performance. Some performance targets are routinely achieved and should be revised to focus on continuous improvement. The performance indicators for the Service contain limited reference to cost or value for money.

The current case management system has limitations which result in inefficiencies, data quality issues and incompatibility with the Prison system. A joint procurement process with the States of Guernsey to replace the system commenced in 2022. This project is still in progress after the initial procurement process was halted at contract stage in 2025 and a new process commenced.

Comptroller and Auditor General, Lynn Pamment CBE, said:

"The Probation and After-Care Service faces the inherent challenges typical of small organisations. These include balancing strategic development with operational priorities, and risks associated with individuals in key roles with limited support.

"Alongside these pressures, there is evidence that caseloads are increasing in number and severity. The priority is doing 'business as usual' well. While there are good examples of change and improvement, operational priorities result in less focus on opportunities for innovation towards an aspirational vision."

The report on the Probation and After-Care Service is available on the Jersey Audit Office website https://www.jerseyauditoffice.je

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Notes to Editors:

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- The 2026 - 2029 Audit Plan can be found at: www.jerseyauditoffice.je

- Lynn Pamment CBE took up the Office of C&AG on 1 January 2020 for a fixed term of seven years. Following the introduction of the Comptroller and Auditor General (Jersey) Law 2014 the term of office is fixed at seven years and is non-renewable
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