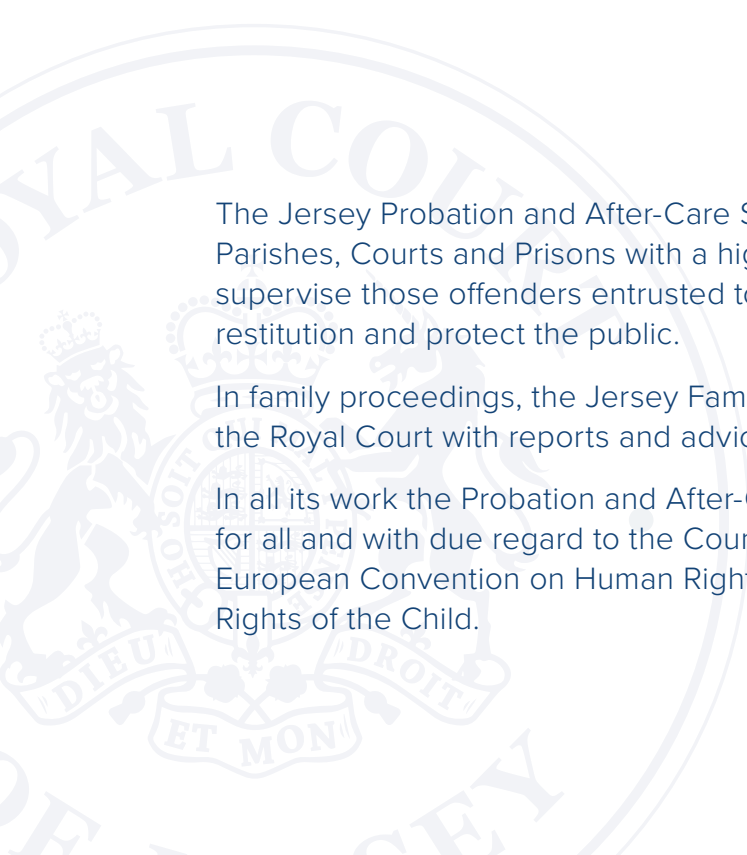




Jersey Probation and After-Care Service

Annual Report for 2023 and
Strategic Priorities for 2024-2027





The Jersey Probation and After-Care Service (JPACS) 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.

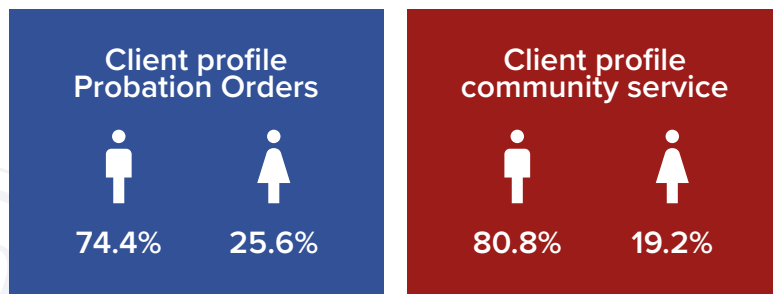
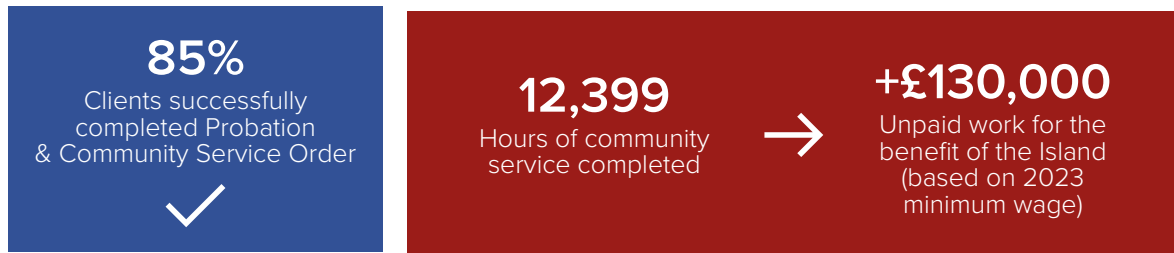
In all its work the Probation and After-Care Service promotes respect and dignity for all and with due regard to the Council of Europe's Probation Rules, the European Convention on Human Rights and the United Nations Convention on the Rights of the Child.

Annual Report for 2023 and Strategic Priorities for 2024-2027

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2023 in numbers



Foreword by the Chairman of the Probation Board

Jurat Robert Christensen **Chairman of the Probation Board**

I am delighted to present my second report as Chairman of Jersey's Probation Board, which oversees the operations of the Jersey Probation & After-Care Service, including the Jersey Family Court Advisory Service.

One of the first actions that I took as Chairman was to undertake a review of the arrangements under which the Probation Board governs the Service. This review led to the adoption by the Board, with the approval of the Bailiff, of Terms of Reference (ToR) that document the Board's duties and responsibilities. These ToR have led the Board to focus more clearly upon how best to improve the governance of the Service, with each member of the Board taking responsibility for specific aspects of the operations. These ToR are subject to an annual review and they are currently being reviewed by the Board.

During 2023 the Board met formally five times. On page 16 is a table recording the dates of and the attendance at those meetings. Members of the Board also met staff employed by the Service on an hoc basis during the course of the year, to discuss issues relating to the operations of the Service.

As will be evident from the report of Chief Probation Officer Mike Cutland, work undertaken by the Service remained at a similar level to 2022; whilst there was a reduction compared to the previous year in the number of probation orders made, this was offset by an increase in the number of pre-sentence reports that the Service had to complete. Similarly, within JFCAS, a decline in public law work was offset by an increase in private law work. There have been times during the past year when the Service has been under considerable pressure, in part because of understaffing and long-term illness. My fellow members of the Board and I wish to record our thanks to all employees of the Service and to praise the efforts of all those who assisted in completing the work in a timely manner whilst the Service has been understaffed. The Board also wishes to pay tribute to Barbara Machon, the Information and Data Manager for the Services, who sadly passed away during the year, having bravely battled illness over a long period of time.

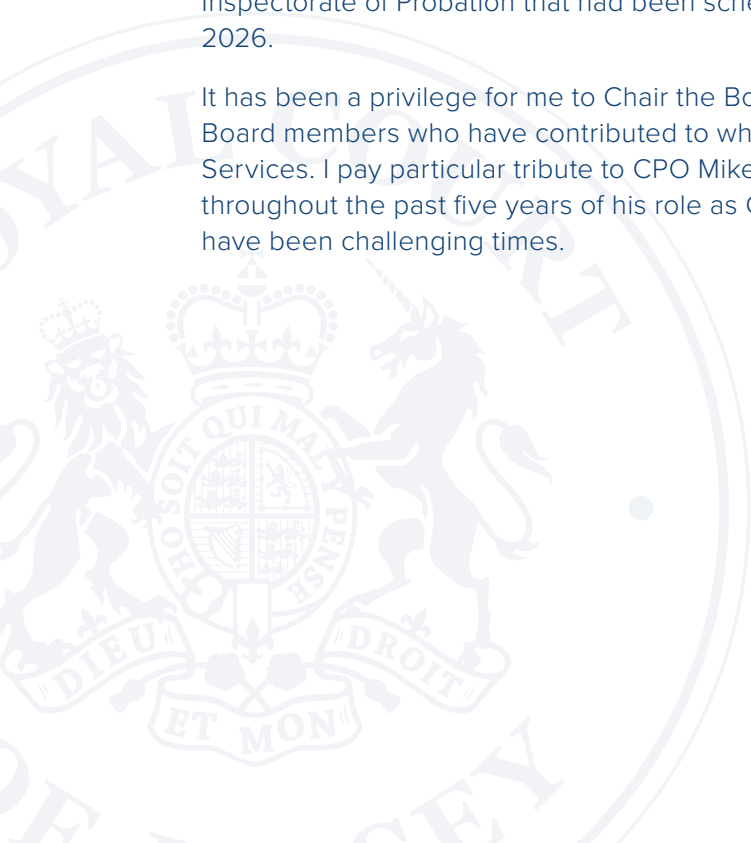


2023 was the first year since 2019 when the Service was not materially disrupted by the COVID-19 pandemic. The Service has faced considerable challenges in catching up with some inevitable backlog arising from the pandemic, most particularly as regards the programme for community service orders. This programme had to be suspended during the pandemic and the officers delivering it were struggling to make inroads into the backlog, the situation being made worse by a shortage of suitably qualified officers. To address this issue, during the year the Board approved a contract under which G4S is providing staff to work with the community service team to supervise individuals working within the scheme. This is proving to be an effective way to reduce the backlog.

One of the key issues facing the Probation Service that the Board has been concerned with during the past year is the replacement of the DAISy 2 electronic case management system. The supplier of this system gave notice some time ago that it would not be willing to support the system beyond the end of 2024; whilst this has now been extended to the end of 2025, in recognition of the 'mission critical' nature of the system the Board attaches the highest priority to implementing a replacement system. Whilst a supplier for such a system has been identified, the Board recognises that it will take many months to agree terms, complete development and installation of the system, transfer data and test the system.

In view of the pressures faced by staff within the Service in dealing with the replacement of the DAISy 2 system, the Board agreed that the inspection of the Probation Service by H.M. Inspectorate of Probation that had been scheduled for 2024 should be deferred until 2025 / 2026.

It has been a privilege for me to Chair the Board during the past year. I thank the staff and Board members who have contributed to what was undoubtedly a successful year for both Services. I pay particular tribute to CPO Mike Cutland, who not only during the past year but throughout the past five years of his role as CPO has very ably led the Services during what have been challenging times.



Service Values

The Jersey Probation Service aims to demonstrate the following values in its work which are in accordance with the European Convention on Human Rights and the United Nations Convention on the Rights of the Child. These values underpin all that we do:

Respecting human dignity

We believe everyone has the right to be valued and to be treated with fairness and respect.

Promoting equality and diversity

We understand and respond to people's unique needs and seek to assist those who need extra support to express their views. We recognise the 'voice of the child' must play a part in all our work with adults, families and the wider community.

Recognising people's capacity to change

We believe all people, given the right circumstances and support, have the ability to change and develop.

A commitment to promoting social justice and inclusion with our partners

We work with other partners to eliminate discrimination and promote respect for diversity and equality in Jersey.

Contributing to a safer community

Our work helps people to change problematic behaviours and contributes to public safety.

Raising awareness of victims and the impact of behaviour on others

We promote the safety and wellbeing of victims and vulnerable people.

Acting with honesty, professionalism and accountability

We work with honesty and compassion and encourage a culture of people taking responsibility for their actions. We try to provide efficient and value for money services.

Responsibility for our colleagues

We create a working culture where wellbeing and learning are actively promoted.

Chief Probation Officer's Report

Introduction

Chairman and members of the Probation Board of the Royal Court, I have the pleasure of submitting the Jersey Probation and After-Care Service Annual Report for 2023 and our new four-year strategic plan. A review of the past four years allows reflection about how the Service adapted to the challenges of the pandemic and the new methods of working necessary to maintain a service to the courts and the public. During this period, the Service was faced with uncertainty about its future governance which was unsettling for staff and diverted attention from our core work. Over this period, staff have had to contend with the untimely death of two colleagues and the serious illness of another that led to a premature retirement.

Despite these significant setbacks, the staff team have continued to respond with commitment and professionalism, earning the respect of clients and other stakeholders. JFCAS received a positive inspection from Ofsted where the quality of social work was commended. During this period the criminal justice team prepared over 1,000 reports and supervised a similar number of clients. Over 50,000 hours of community service work was performed for the Island and the majority of our clients completed probation and community service orders successfully. Partnership work improved with our colleagues at HMP La Moye and we introduced innovative schemes to work with children to divert them from further offending.

These achievements would not have been possible without the continuing support of a knowledgeable Probation Board and the skill and energy of a first-class staff team, including our volunteers. I would like to record my gratitude to them.

Staffing

The past year has continued to see several staff changes. Overshadowing these was the serious illness of our Information and Data Manager, Barbara Machon, which led to an early retirement. Barbara's subsequent passing shocked the Service. She was a gifted and popular colleague who is greatly missed.

Susan Brown retired after a 30-year career as a probation officer and her contribution to the Service was commended by the Probation Board. Elizabeth O'Connor, our most experienced volunteer mentor, also retired and is similarly missed. Lisa Lister rejoined the Service as a probation officer and was joined by several new colleagues: Suzie Pattinson, Kay McCarthy, Stefanie Mendonca, Mike Swain, Michelle Le Fevre and Elaine Travers who have all impressed.

The Service attended an excellent strategic workforce planning day, facilitated by the Government's People and Corporate Services team. It was recognised that recruitment continues to be difficult in Jersey and this puts an extra emphasis on attracting local candidates with potential and offering interesting and rewarding career paths.

As a result, we have continued to invest in staff development. All members of the Strategic Management Team (SMT) have management qualifications and the Service has ensured that all probation officers, social workers and assistant officers have relevant expertise in safeguarding and risk assessment. Our continuing partnership with Dr David Briggs, Forensic and Clinical Consultant Psychologist, has assisted our work with clients who pose a risk of harm to others. We are undertaking this work with prisoners convicted of sexual offences and domestic abuse as well as similarly convicted clients in the community. Other training included core skills (delivered by the Probation Service of the Republic of Ireland), equity and diversity, helping parents in conflict with their children, mediation in parental disputes, desistance from offending workshops and Trauma Recovery Model training with colleagues from Children's Social Care and Education. In addition, we have invested in promoting wellbeing throughout the Service and have encouraged a small team of colleagues to develop ideas and practice.

Looking after and developing staff is core to any successful organisation. The excellent progress of our two trainee probation officers, John Mussen and Laura Williams is testimony to the advantages of training colleagues. The success of our trainee scheme and the anticipated retirements of staff within the next five years make it important for me to apply for funding in the next Government Plan for another trainee. This type of succession planning is preferable to short term solutions and looking outside the Island for staff-something that is becoming more difficult given the cost of living in Jersey. As Henry Ford, founder of the Ford Motor company famously said: "The only thing worse than training your employees and having them leave is not training them and having them stay".

We were encouraged by the very positive feedback from the staff "Be Heard" survey where the department scored extremely highly in relation to leadership, pride in working for the department, teamwork, and personal growth. These are areas we intend to maintain over the next four years.

Recruitment challenges have been experienced in the community service scheme where it has proved extremely difficult to recruit part-time staff to work at weekends. As a result, we partnered with G4S to work alongside probation staff supervising work parties of clients. G4S have fitted in extremely well to an existing excellent team.

Despite these challenges, I am fortunate to lead a committed and skilled staff team. The positive work outlined in this report by colleagues in the family law and criminal justice arenas, is made possible by an efficient administration team that allows probation officers and social workers to focus on the core elements of their work.

Criminal Justice Work in 2023

The year saw the Service prepare 10% more Pre-Sentence Reports (PSRs) for the courts than in 2022 although the number of Probation Orders imposed dropped by 14%. Community service numbers remained stable. The main issues facing our adult clients in 2023 were alcohol misuse, emotional/psychological difficulties and problems with relationships. Children working with the Service were more likely to report difficulties with unregulated aggressive behaviour, family problems and peer group pressure.

We were delighted to record high numbers of Probation and Community Service Orders that were successfully completed. This rate exceeded 85% and our target of 75%. This is a positive result, particularly given that we assessed 59% of clients on probation to have reduced their risk of reconviction-below our target of 66%. In examining our assessments, we have found that some young people under the age of 18 can have more challenges in reducing their risk due to a combination of immature cognitive development, educational non-attendance, family problems and peer pressure.

The high completion rate of orders reflects well on a staff team who are committed to supporting and working effectively with their clients. The team have attended training by Professor Fergus McNeill on how people desist from crime. This training was shared with colleagues in the Prison and the Police services and demonstrates the cooperation between three key criminal justice agencies. Key desistance principles of establishing hope, developing opportunities in the community and building on strengths have been at the heart of our work. Similarly, training by the Influence at Work organisation has stressed maintaining positive relationships with our clients and promoting the importance of encouraging compliance through respect and delivering quality services. These approaches have contributed to the Service receiving feedback from clients that indicates high levels of satisfaction with the Service and the positive impact it is having on behaviour. This work has been enhanced by a committed team of volunteers who provide extra support for clients. The Service is grateful to them.

The community service scheme enabled over 12,000 hours of work to be completed for the community in 2023 and has earned praise from clients and beneficiaries alike. Clients report feeling respected, safe and undertaking work that they consider is of benefit to others. Based on the minimum wage for 2023, over £130,000 worth of unpaid work was provided to the community. The quality of the work reflects well on a team of supervisors who demonstrate skill and empathy throughout their work.

Youth Court cases reduced slightly in 2023 which is heartening as we have worked hard to try and divert children from court wherever possible to avoid them attracting a criminal record and some of the negative consequences attached to that. We continue to work positively with the Driver and Vehicle Standards department who delivered the Roadsafe educational programme to 29 children who had appeared at Parish Hall Enquiries in 2023. Successful completion of supervision imposed at Parish Hall Enquiries remains high with all 57 children completing their supervision although two reoffended. We are committed to developing our learning and were delighted to host two managers from the impressive Youth Justice Agency in Belfast who visited in the spring. The exchange of ideas was extremely useful to both services.

The restorative justice and Positive Steps initiatives enhance our work with children. Chantelle Rose, our restorative justice officer, facilitated 80 restorative justice interventions including face to face apologies, letters of apology, direct reparation and sessions on understanding the impact of crime on victims. The Positive Steps programme continues to provide opportunities for children to understand more about making sound choices, understanding the perspective of others and learning new skills. In 2023, 18 young people attended nearly 300 sessions that were hosted by several partner agencies including GROW Jersey, the St Vincent de Paul foodbank, Boxin' Business, Fire and Ambulance Services, St John's Ambulance, Caring Cooks, St Ewold's Residential Home and St Helier Town Hall Community groups. All have been excellent partners.

Our work extends into the prison and every probation officer and assistant probation officer holds a caseload of prisoners who are offered support both throughout and after their sentence. Our partnership with the prison continues to be positive with joint training taking place and induction visits being provided between the services for new staff. We have tried to increase our visibility within the prison and offer more opportunities for prisoners to attend offending behaviour interventions and plan earlier for release. It is probably no coincidence that we prepared more assessments for early release in 2023 than in the past five years and that the number of prisoners supervised on Conditional Early Release (CER) licences was also the highest in the past five years.

As mentioned above, a partnership approach enhances what we can deliver. Although it is not possible to mention every partnership, I would like to recognise the contribution of Paul Hall and Faith Murray from Customer and Local Services and Mental Health Services, respectively. Both colleagues provide regular surgeries at the Probation Service which enables a far more efficient response to resolving issues with clients. As a key part of our role spans public protection and safeguarding work, the assistance we receive from the States of Jersey Police and the Safeguarding Board deserves to be highlighted.

In 2023 we decided to delay the inspection into the Service that was planned for 2024. This was due to the demands on a small team of introducing a new case management system. We received the advice to delay from various members of the project board and His Majesty's Inspectorate agreed that an inspection in 2024 would be unwise given other priorities. We hope to rearrange in either 2025 or 2026 depending on the Inspectorate's availability.

Family Law Work in 2023

This was a very busy year for JFCAS, with another overall rise in the number of new cases. In contrast to 2022, 2023 brought the most significant increase in private law, whereas public law cases decreased. This is an unusual development: given the pressures in the Island as a whole, one would not expect to see a decline in public law applications. Some limited investigation has taken place to consider the reasons behind this, and it appears there has been an increase in children and families accessing Early Help services. JFCAS will continue to monitor this development carefully.

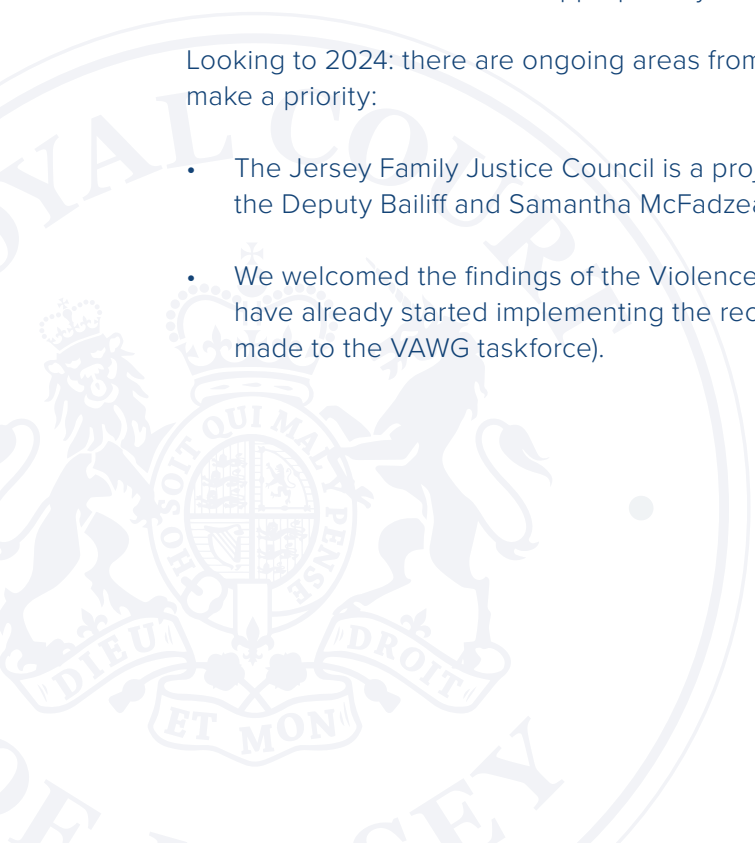
Unfortunately staffing continued to be an area of difficulty, and we were short-staffed due to illness for much of 2023. We have attempted to recruit new team members, but were unable to locally. A licence has now been obtained and we remain hopeful that we will be able to find the right candidate, with the proper experience in children's social work. We have therefore been grateful to the continuing work of our UK based guardian Sue Clarke who has assisted us with public law work.

With regard to progress and innovation: this year we have continued to develop our role in the Family Foundation initiative run by the Family Division of the Royal Court. This won the 'Innovation' award at the Government 'Our Stars' ceremony in September 2023, and we were very proud to be present for that. In order to maximise our effectiveness and quality of service, we commissioned some updated negotiation and dispute resolution training from Michael Jacobs, Family Mediator. Going into 2024, he has agreed to take on a supervisory role for us, working in partnership with the Family Division. This will ensure that Family Foundation, as a developing mediation-type initiative, remains focussed, and providing high-quality advice and support. We are currently in the process of drafting more formal procedures/practice standards for this area.

2023 also saw the start of Centrepoint Child Contact Centre. Centrepoint stepped in to provide a much-needed service where children can see a parent safely where there may be issues of risk or a need for additional support. We have developed working agreements with them to ensure information is shared appropriately and are drawing these up formally.

Looking to 2024: there are ongoing areas from 2023, and new developments, which we want to make a priority:

- The Jersey Family Justice Council is a project we remain involved in, and are liaising with the Deputy Bailiff and Samantha McFadzean, Family Division Judge.
- We welcomed the findings of the Violence Against Women and Girls (VAWG) report, and have already started implementing the recommendations (most being suggestions we made to the VAWG taskforce).



Looking Ahead

The objectives later in the report outline the priorities for the next four years. We now have a preferred supplier for the new pan island case management system, and it will be imperative we embed this successfully. The Children and Young People (Jersey) Law 2022 introduces responsibilities as a corporate parent for the Service and we will work to undertake these. The Violence Against Women and Girls (VAWG) report made recommendations for all agencies and we will be responding to these accordingly. We are enthused by the embryonic Building a Safer Community strategy and intend to play a full part in bringing its aims to fruition.

We have become aware of a small number of children, who are experimenting with drugs and getting into difficulties with debts to those who supply them. On occasion, this has led to them being exploited by adults to become embroiled in illegal activity through selling drugs to others or agreeing to hold quantities of drugs for older suppliers. This represents a significant safeguarding risk and we will continue to work with other agencies on the Safeguarding Partnership Board to provide advice and information to children and their families who find themselves in these situations.

In addition, the Service is committed to assisting the development of the Jersey Family Justice Council and will also be monitoring the progress of plans to introduce post custodial supervision. It will be important though to maintain focus on our core work of rehabilitation and safeguarding, public protection and promoting the best interests of children. We stand the best chance of delivering these aspirations if we continue to recruit, retain and develop excellent staff. Our investment in the current team and new colleagues will therefore remain a priority.



Mike Cutland
Chief Probation Officer

Probation Order Feedback Comments

“ I feel ready for life’s challenges, more focussed, committed and balanced. A step straight from prison, without this support would have been challenging.

“ I feel I am really ready for my future and that this service has made a massive impact on me.

“ It’s been a positive experience.

“ My mental health deteriorated and I didn’t feel as though I could go on, but I was treated so kind and fairly and made me feel human and respected and listened to.

“ It has really helped me get my life back on track. Someone to talk things through with has been beneficial.

“ They made me feel human, treated with respect and honesty.

“ I found it useful having a chance to take a step back, discuss actions I had taken and my thought process whilst also exploring how the person on the other side would feel as our own intentions and perceptions of actions can be regarded completely different by others. I also found looking over the facts and research of how others, children in particular, can be affected by what they see and hear even just once.

(Participant on the Building Healthy Relationships programme).

“ I was being selfish, now I consider the wider prospects, it’s not all about me.

(Participant on the Building Healthy Relationships programme).

Probation officers Matt Le Clercq and Ashley Mourant preparing for an interview with a client



Governance and Accountability

Probation Board

The Probation and After-Care Service is a department of Jersey's Judiciary. The Probation Board is appointed by the Bailiff on behalf of the Royal Court to oversee the work of the Service and consists of Jurats (elected Judges of the Royal Court of Jersey).

The Minister for Justice and Home Affairs and the Assistant Chief Minister are invited to attend Board meetings and engage fully in discussion although will not vote.

Probation Board Membership - January 2023

Chair of Probation Board
Jurat R.A. Christensen MBE

Probation Board Members
Jurat S.W. Austin-Vautier, Jurat G. Hughes, Jurat A. Cornish,
Jurat E. Dulake, Jurat K. Le Cornu, Jurat J. Ramsden (until March 2023)

In Attendance
Deputy H. Miles, *Minister for Justice and Home Affairs*
Deputy L. Stephenson, *Assistant Chief Minister*

Remuneration

Probation Board members are not remunerated for their role. Ministers receive no extra remuneration for their attendance and contribution to the Board.

Terms of Reference

In 2023 the Board agreed the following terms of reference:

The purpose of the Board is to

- agree, in conjunction with the Chief Officer of the Services, the objectives and strategic direction of the Services.
- agree the production and publication of an annual report and business plan (which will include key performance measures and the annual budget) covering the Services.
- monitor the performance of the Services.
- oversee risk management issues relating to the Services and ensure that these are reflected in annual reports and business plans.

- approve policies appropriate for the Services.
- approve procedures for good governance including the management of human resources, data security, finance, health and safety and the consideration of either internal or external reports concerning the work of the Service, including benchmarking reports.
- manage and provide appraisals for the Chief Officer.
- act as a 'sounding board' and provide advisory counsel for the Services as required.

The Work of the Board

The Board met on five occasions in 2023. Standing agenda items include: actions from previous minutes, chief officer report, performance management, budget and the risk register. In addition, Jurat Hughes has been consulted by JFCAS on the implementation of the Ofsted recommendations and Jurat Austin-Vautier takes the role as 'critical friend' in the Service's management of risk. Board members worked with the Chief Officer in producing his performance appraisal and the Board participate actively in setting the Service's strategic direction.

All new members of the Board take the opportunity to meet staff and understand the work of the Service through an induction process. The intention in 2024 is for members to work within discrete areas of the Service to familiarise themselves with the operation of the Service and update the Board on any significant matters.

Attendance at Board Meetings

MEMBERS OF PROBATION BOARD	PRESENT	NUMBER OF MEETINGS DUE TO/ INVITED TO ATTEND IN 2023
Jurat Robert Christensen M.B.E.	4	5
Jurat Elizabeth Dulake	4	5
Jurat Steven Austin-Vautier	5	5
Jurat Gareth Hughes	4	5
Jurat Karen Le Cornu	4	5
Jurat Andrew Cornish	4	5
IN ATTENDANCE		
Deputy Helen Miles	3	5
Deputy Lucy Stephenson	2	2
Jurat Ramsden	2	2

Further Service Scrutiny

The Service benefits from a range of scrutiny from bodies other than the Probation Board. The Non-Ministerial Audit Committee provides advice and challenge on strategic and operational matters. The Chief Officer meets on a quarterly basis with senior government officers to discuss the budget, risk management, health and safety, data protection and human resources which promotes an effective governance framework for the department. The Chief Officer submits an annual governance assurance report to the Government's Audit Office to confirm how the Service has managed areas including ethics, performance, human resources, finance, risk management and information governance. This report is also shared with the Probation Board.

Our Organisation

JERSEY PROBATION AND AFTER-CARE SERVICE STAFF - FEBRUARY 2024		
Chief Probation Officer Michael Cutland (SMT)		
Probation Team Managers Sarah Barrowcliffe (SMT) Natalie Elliott (SMT)	Probation Officers Chris Langford, Matt Le Clercq, Lisa Lister, Ashley Mourant, Suzie Pattinson, Mike Swain, Robert Taylor, Amanda Wilson, Emma Zambon, Vacant post	Assistant Probation Officers Nicky Allix, Kay McCarthy, Stef Mendonca Restorative Justice Officer Chantelle Rose Substance Misuse Officer Vacant Post Trainee Probation Officers John Mussen Laura Williams
Information and Data Manager Michelle Le Fevre (SMT)	Community Service Manager Andy Le Marrec (SMT)	Community Service Supervisors Dinah Bentley, Lee Bishop, Rui de Abreu, Neil Fryer, Stewart McIntyre, Trevor Renouf
JFCAS Team Manager Eleanor Green (SMT)	JFCAS Officers Amaya Arana, Laura Cardinal, Rebecca Farrell, Elsa Fernandes	Executive Manager Emilie Eversfield (SMT) Case Management Assistants Melanie Bradley, Rui Soares, Elaine Travers, Rebecca Treacy
Volunteers Julie Bisson, Rosemary Boleat, Michael Haines, Rick Pallot, Paul Turner		

Supporting the Team

We are aware that colleagues frequently undertake work that can be challenging and stressful. This was articulated in the Be Heard survey and the Service works hard to promote wellbeing and a supportive working environment. Some of the initiatives available to the team include:

- Flexible working
- Mental health first aiders
- Access to the Government’s wellbeing offer
- Regular supervision
- Opportunity to join the wellbeing group to promote ideas and events
- Subsidised gym membership for public servants
- Safe working practices

Working together on our team development day

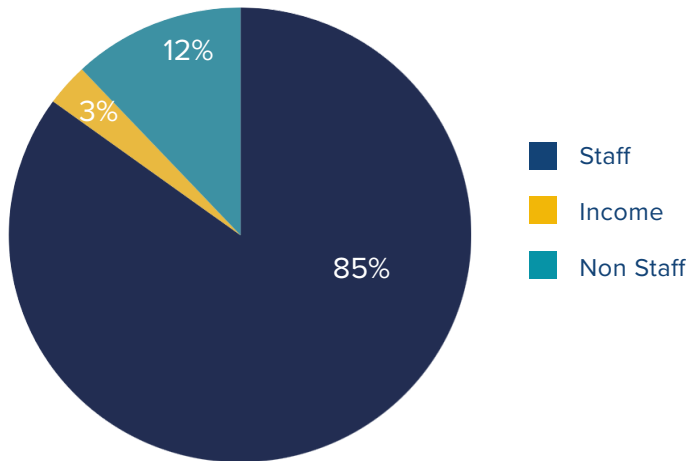


Budget and Expenditure 2023

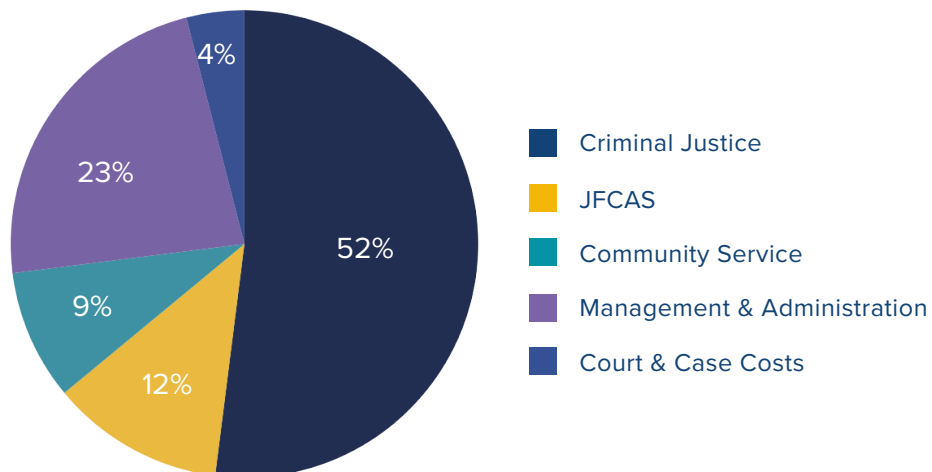
The Service works closely with Finance Business Partners from the Treasury department and will look to achieve efficiencies wherever possible. This has enabled the department to remain within budget.

PROBATION AND AFTER-CARE SERVICE BUDGET & EXPENDITURE	2023 BUDGET	2023 FINAL	2022 FINAL
Probation and After-Care Service	2,720,907	2,560,178	2,270,588
Court and Case Costs	103,292	88,810	59,585
Total	2,824,199	2,648,988	2,330,173

BUDGET AND INCOME BY EXPENDITURE



BUDGET NET EXPENDITURE BY SERVICE AREA 2023



Community Service Feedback Comments

“ Before starting, only the thought of CS was scaring me and making me anxious. But now that I’ve completed it, I could say it was a unique experience that I did and will benefit from, having learned a lot for the years to come in life.

Having met wise, supportive and caring people who helped me so much in such tough times I was struggling with. But the most important thing that all this experience taught me is to cherish more what I have in my life, be grateful and not take anything for granted. A massive thank you to the team at Probation & Aftercare Service who would go the extra mile to help.

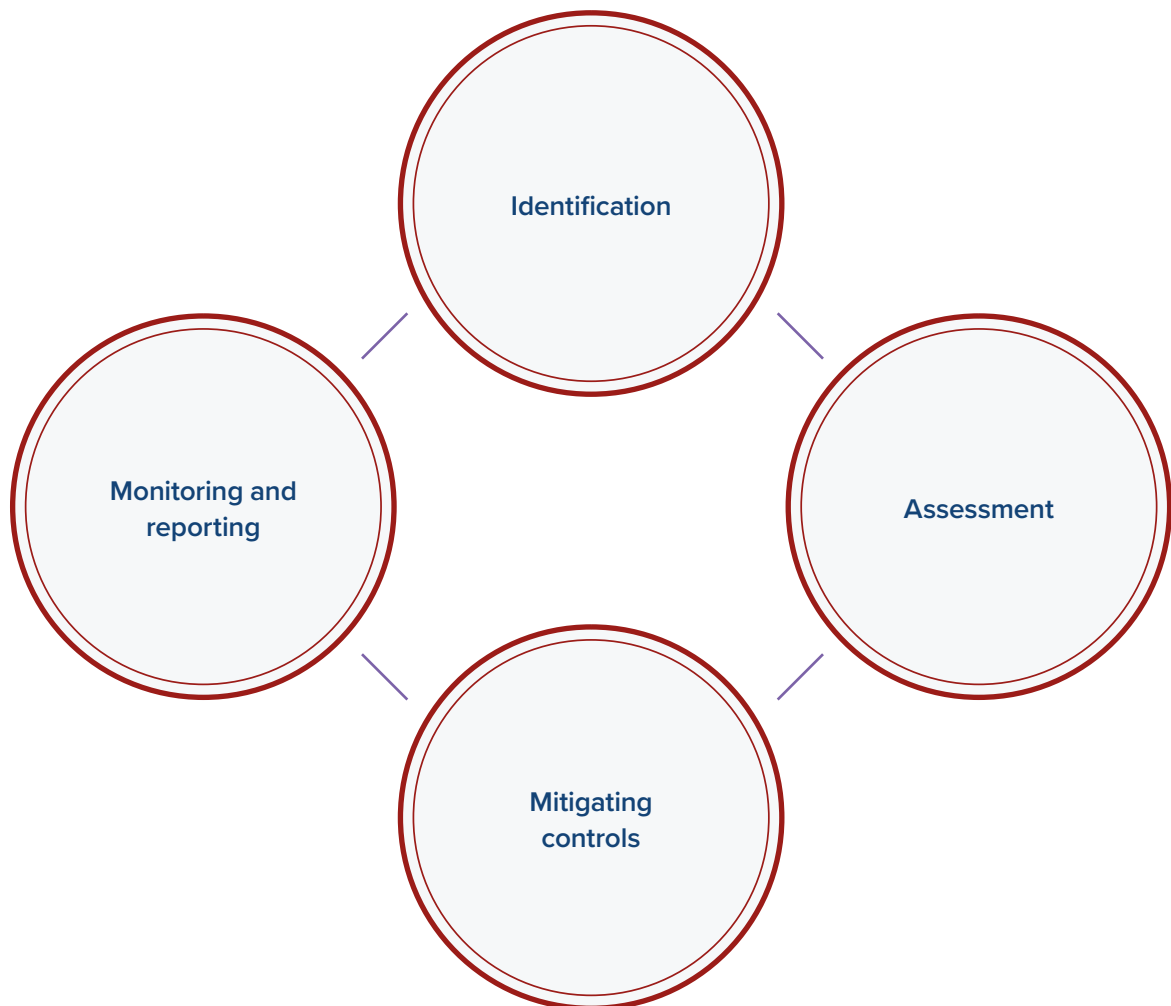
“ Thank you to all the supervisors for helping me get through it. I feel they have gone above and beyond to help me in any way they can. Hopefully never be on here again!

“ I think safeguarding is taken very seriously. I was placed on an individual placement for this reason. My concerns were listened to.



The Service's Approach to Risk Management

Managing risk is a key part of the work of the Service. The Service has therefore adopted the Government's enterprise risk management function which identifies, assesses and manages risk as depicted in the graphic below. As part of this process, we ensure that business continuity and health and safety imperatives are considered as a core part of this approach.



The management team identify and review the Service's risk profile in bi-monthly strategic meetings. Mitigation measures are put in place. The management team are assisted by Jurat Austin-Vautier who provides oversight on behalf of the Board and has previous experience on the Government's Risk and Audit Committee.

The Chief Officer meets on a quarterly basis with the Government's Head of Risk and senior Audit and Treasury managers who review the Service's management of risk. Further scrutiny is provided by the Probation Board and the Non-Ministerial Audit Committee.

The key risks for the Service during 2023 are outlined below:

TITLE	DESCRIPTION	OWNER	RATING	MITIGATIONS
Challenge in recruiting probation officers	<p>In the past two years there have been several early retirements of experienced probation officers together with another experienced officer relocating. There is a limited talent pool of qualified officers on the Island and staffing shortages also exist in the UK. Referrals from a UK recruitment agency were unsuccessful in 2022. Without a cadre of experienced staff, the Service risks compromising quality in its work with the courts, clients, prisons and at parish hall enquiries.</p> <p><i>Static Risk</i></p>	Mike Cutland	High	<ul style="list-style-type: none"> Develop succession planning Prepare a business case to recruit a further trainee probation officer Promote qualification pathways for other staff Retain existing staff Attend trade fairs to increase awareness about career opportunities Retain existing staff by making the Service an employer of choice Emphasise the wellbeing offer of the service Offer placements for people considering probation as a career Retain some retired staff on zero hours contracts to mentor less experienced colleagues
Community service staff shortages for weekend work parties	<p>It has become increasingly difficult to attract weekend supervisors to work on the community service scheme. Without adequate staffing there is a risk that clients will be delayed in starting their orders which is unsatisfactory. Staffing shortages also place an extra burden on existing staff with attendant risks of burn out and poor morale.</p> <p><i>Static Risk</i></p>	Andy Le Marrec	High	<ul style="list-style-type: none"> Reviewing the terms and conditions of existing staff Media campaigns for staff Retain existing staff by making the Service an employer of choice through employee support and supervision Continuing our partnership with G4S
Securing a suitable replacement for the Services electronic data management	<p>Probation and JFCAS use an electronic case management system (Daisy2) to manage work with clients. The system is becoming outdated and in order to continue efficient case management, a</p>	Mike Cutland	High	<ul style="list-style-type: none"> A Channel Island consortium developed to ascertain the most efficient and cost-effective solution for Jersey and Guernsey Probation and Prison Services

	<p>replacement needs to be secured within the next 24 months.</p> <p><i>Reduced Risk</i></p>			<p>Acquisition of sufficient budget</p> <p>Identification of preferred supplier</p> <p>Collaboration with senior officers in the Modernisation/Digital, Commercial Services and Law Officer Departments</p> <p>Contingency arrangement with current supplier to support system into 2025 whilst new system is developed</p>
<p>Increased demands for regulatory compliance</p>	<p>In recent years there have been extra demands for departments to comply with a range of requirements in the following areas: information security, health and safety, data protection and business continuity. Together with operational demands in the criminal and family law arenas, this represents a significant challenge for a relatively small department.</p> <p><i>Static risk</i></p>	<p>Mike Cutland</p>	<p>High</p>	<p>Trying to develop departmental capacity for this work by reallocation of responsibilities.</p> <p>Employment of zero hours staff to make up shortfall in permanent staff responding to regulated activity.</p> <p>Promoting training in relevant areas to ensure the Service is efficient.</p> <p>Communication with government managers to alert them to the challenge of the department to meet some timescales</p>
<p>Serious reoffending by a client of the Service</p>	<p>The Probation Service assesses and manages risk on a daily basis. There is a risk that a client of the Service could behave in a dangerous manner that could result in serious injury. Critical publicity about the Service is likely to damage confidence of stakeholders and have a detrimental impact on staff confidence and morale.</p> <p><i>Static risk</i></p>	<p>Natalie Elliott</p>	<p>Medium</p>	<p>Effective recruitment, training and supervision of staff</p> <p>Accurate assessment of cases including appropriate escalation pathways</p> <p>Work with the Charges Office to ensure breach action is expedited</p> <p>Policy and service standards reviewed to ensure they are fit for purpose</p> <p>Promoting a culture of professional curiosity and the ability of team members to challenge one another</p>

Views from Victims about Restorative Justice Work

- “ I understand young people make mistakes and am happy they are remorseful and have been given a chance at Parish Hall.
- “ I understand that it is dealt with differently at parish hall. I am happy to accept a letter of apology and not to ask for compensation as he is so young and not working yet. I am glad he has learnt from this and is pleased to hear he is receiving the support now from Probation.

Mr F, a local manager said:

- “ I really appreciate the girls having the courage to meet with me in person. They were brave to face up to what they had done. It was helpful to describe how their actions had affected my staff and the store with the amount of time taken up dealing with the police and relevant paperwork. I told them to think very carefully when choosing their friends as the choices they make from now on will have a big impact on their future. I wish them all well and told them to make the most of all opportunities given to them.



Working with the Fire Service as part of the Positive Steps programme.



Learning new skills and helping the community with GROW.

Helping the Island’s Sustainability

Throughout its work the Service attempts to show a commitment to sustainable wellbeing that is in line with the Government’s 2023 Performance Framework. Sustainable wellbeing in Jersey consists of three different aspects:

- **Community wellbeing** - the quality of people’s lives
- **Environmental wellbeing** – the quality of the natural world around us
- **Economic wellbeing** – how well the economy is performing

ENVIRONMENT



Community

Children

JFCAS completed 122 court reports on family matters that prioritised the best interest of children.

The Service diverted children from court wherever possible (100 % completing periods of diversionary supervision successfully).

Over 300 hours of education and rehabilitation opportunities were provided for 18 children on the Positive Steps scheme and 29 children who attended Roadsafe.

We worked with children in custody to promote a safe reintegration into the community.

We chaired Placement Panel meetings to ensure that children remanded or sentenced to custody were accommodated in the placement that best met their needs.

We promoted the United Nations Convention on the Rights of the Child.

Health and Wellbeing

Probation staff advised clients about the safe use of substances, including alcohol and other drugs.

Regular mental health surgeries were provided by a forensic nurse in the department.

We continued our partnership with the Children, Young People, Education and Skills Department to promote Active cards for eligible clients.

Safety and Security

We provided effective supervision of clients that resulted in the overwhelming majority successfully completing court orders.

The Service contributed to public protection and safeguarding forums including the chairing of meetings in relation to clients who pose the most risk of harm to others.

We delivered a domestic abuse programme to those convicted of domestic abuse and to those who chose to self-refer.

Vibrant and Inclusive community

We are a diverse work force that aims to meet the needs of our clients.

We have been able to make adaptations to service delivery to accommodate diversity needs.

Economic

Affordable Living

We have delivered partnership arrangements with the Customer and Local Services Department for clients who need to secure affordable accommodation.

Children under supervision have provided assistance to foodbanks and have shown greater awareness of food poverty.

We have continued partnership working as part of the Homelessness Strategy.

Jobs and Growth

We have worked in partnership with Customer and Local Services, the Prison, Skills Jersey and employers to enhance employment prospects for clients.

We have utilised the skills of volunteers.

Traineeships and student placements have been promoted within the Service.

Children have been provided with opportunities to learn new skills through the Positive Steps and Roadsafes schemes.

Environmental

Natural Environment

The Community Service scheme has contributed over 5,000 hours to the Island's environment through unpaid work.

Sustainable Resources

Recycling initiatives have continued in the Lemprière Street office.

A commitment to electronic records has reduced our use of paper.

Our use of virtual meetings has reduced staff travel costs.



Case management assistants Rebecca Treacy and Mel Dowinton organising the display in the waiting room

Strategic Objectives 2024-2027

STRATEGIC OBJECTIVES	RATIONALE	WHAT WE ARE PLANNING TO ACHIEVE IN 2024.	HOW WE WILL MEASURE SUCCESS
<p>To provide an information and assessment service that is timely, fair and enhances decision making.</p>	<p>High quality timely reports and assessments assist courts and other public bodies to make informed decisions. Sharing this information with clients also promotes transparency and integrity.</p>	<p>Train probation officers to use the new sex offender assessment (Static 99).</p> <p>Agree new standards for Pre-Sentence Reports.</p> <p>Continuous development of court reports.</p> <p>Developing expertise in giving evidence in court.</p>	<p>Successful training of officers and Static 99 assessments incorporated into Pre-Sentence Reports.</p> <p>New standards approved by Probation Board and introduced into practice.</p> <p>Quality assurance audit of Pre-Sentence and Family Court reports to be undertaken and presented to Probation Board with recommendations.</p> <p>Criminal Justice team and JFCAS reporting greater confidence following training and courts reporting an improvement in overall practice.</p>
<p>To provide effective supervision of orders throughout the criminal justice system.</p>	<p>Effective supervision promotes rehabilitation, reduces reoffending and provides benefit to the community.</p>	<p>Probation officers demonstrating effective practice throughout their work.</p> <p>Provide credible and effective alternatives to custody.</p> <p>For the community service scheme to continue to demonstrate its benefit to the Island.</p>	<p>Attendance at effective practice workshop and evidence of skills demonstrated in direct work with clients.</p> <p>Achieve completion rates of Probation and Community Service Orders of not less than 75%.</p> <p>For not less than 80% of prisoners on Conditional Early Release licence to complete their period of supervision.</p> <p>For not less than 80% of beneficiaries surveyed express satisfaction with the assistance they have received from the scheme.</p>

STRATEGIC OBJECTIVES	RATIONALE	WHAT WE ARE PLANNING TO ACHIEVE IN 2024.	HOW WE WILL MEASURE SUCCESS
<p>To provide services that promote public protection and safeguarding.</p>	<p>It is imperative that the safety and security of islanders is enhanced and the Service aims to contribute to this.</p>	<p>Continue to chair JMAPP, MARAC and prison risk meetings.</p> <p>Contribute to safeguarding in Jersey.</p> <p>Review quality of work with JMAPP clients.</p> <p>Implement the recommendations of the Violence Against Women and Girls Report.</p>	<p>Attendance of meetings of the Safeguarding Board and active contribution to the work of sub-groups.</p> <p>Practice findings shared with the team and recommendations implemented.</p> <p>The Building a Healthy Relationships programme will be benchmarked against Respect accreditation criteria and relevant developments introduced.</p> <p>JFCAS will develop a specific practice pathway for domestic abuse cases after updated training.</p>
<p>To promote the best interests of children throughout our work- the child's voice being clear in all we do.</p>	<p>The Service is a Corporate Parent under the Children's Law 2023 and will undertake its statutory duties.</p>	<p>Provide effective court diversion schemes to stop children acquiring criminal records.</p> <p>Ensure that the perspective of the child is understood by the court throughout all proceedings.</p> <p>JFCAS will introduce clear practice standards in public and private law that ensure the child's voice is heard wherever possible.</p> <p>JFCAS will examine any delays and drift in Family Court cases.</p>	<p>For not less than 90 % of children to successfully complete periods of supervision from Parish Hall Enquiries.</p> <p>Provision of information to courts that includes the child's voice, relevant background and diversity issues.</p> <p>Case work and reports reviewed in supervision to consider how JFCAS is evidencing the child's voice clearly.</p> <p>A greater awareness of the reasons behind delay and implementing steps to manage/challenge this.</p>

STRATEGIC OBJECTIVES	RATIONALE	WHAT WE ARE PLANNING TO ACHIEVE IN 2024.	HOW WE WILL MEASURE SUCCESS
<p>To maintain and develop effective partnerships with other stakeholders.</p>	<p>The Service will be more likely to positively impact the lives of its clients if it can work collaboratively with other agencies and utilise their skills.</p>	<p>Agree a joint resettlement strategy with HMP La Moye that sets out clear responsibilities for through care and post release work with prisoners.</p> <p>Develop the department as a hub where other services can assist our clients more efficiently</p> <p>Revise our volunteering policy to ensure it remains relevant and inclusive.</p> <p>Contribute to the development of a Family Justice Council to coordinate work in the family law arena.</p> <p>Work with Guernsey to develop a case management system for both islands.</p>	<p>Strategy implemented and clear joint working arrangements in place.</p> <p>Provision of mental health, drug and alcohol and Customer and Local Services reporting centres in the department.</p> <p>Delivery of updated training to volunteers and a successful recruitment campaign.</p> <p>JFCAS to play an active role in the creation and ongoing work of the Council in 2024.</p> <p>Project on course and within budget for implementation in 2025.</p>
<p>To create a safe working environment that encourages wellbeing, staff development and accountability.</p>	<p>Staff remain the Service's most important resource and effective work is more likely to occur with a motivated, well trained and supported staff team. The Service receives funding from government, and it is important to show transparent governance arrangements.</p>	<p>Develop succession planning</p> <p>Create an in-house team to lead wellbeing initiatives.</p> <p>Invest in staff development.</p> <p>Work with government leads on risk, finance, data protection and health and safety to ensure our practice is of a satisfactory standard in these areas.</p>	<p>Successful application in the Government Plan for a trainee probation officer. Provision of placements for social work students within the department.</p> <p>Reduction of work-related absence. Staff reporting that they consider their wellbeing is taken seriously by the department.</p> <p>All staff to receive an annual appraisal and undertake an agreed training plan</p> <p>Annual Governance Report confirming that the Service has been compliant with legislation and has demonstrated accountability in its work.</p>

Service Performance in 2023

JPACS ANNUAL SUMMARY OF PERFORMANCE 2023 CRIMINAL JUSTICE		
Not less than 75% of Probation Orders to be successfully completed	85.7% successfully completed	✓
Not less than 75% of Community Service Orders to be successfully completed	85.6% successfully completed	✓
Not less than 66% of clients reassessed at the end of their Probation Order to demonstrate a reduction in risk of reconviction	59.7% reduction	✗
Not less than 75% of children made subject to supervision at a Parish Hall Enquiry to complete successfully	100% of children completed	✓
Not less than 80% of prisoners made subject to Conditional Early Release Licence to complete their supervision	100% of prisoners completed	✓

Reports Completed

A total of 435 reports (all report types) were completed during 2023, representing a 5.3% increase on 2022, (413 reports).

Note: reports are counted from point of sentence or outcome.

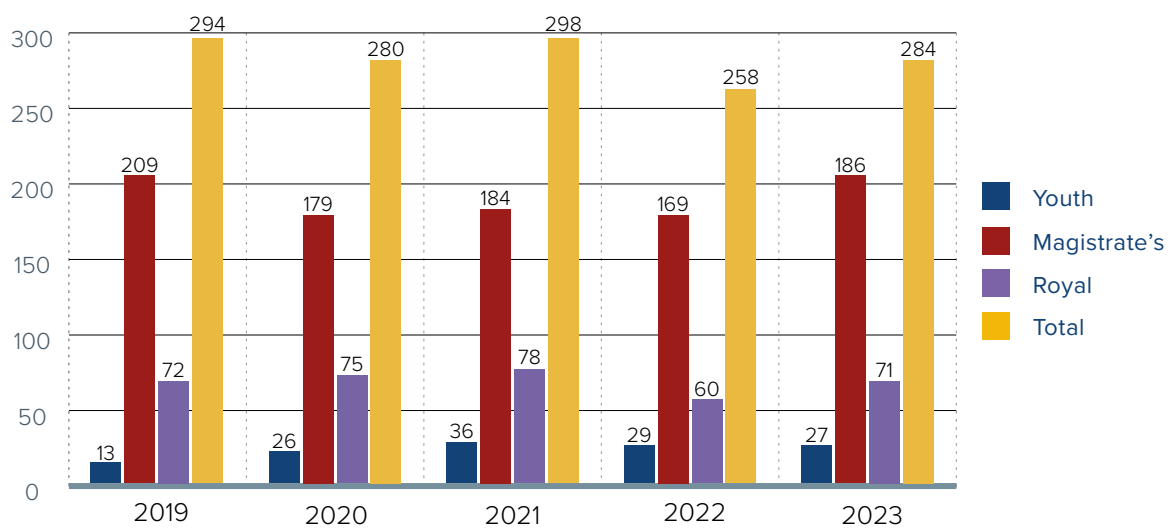
Total number of all Report types by Year



PRE-SENTENCE REPORTS						
Court	2019	2020	2021	2022	2023	% change on previous year
Youth	13	26	36	29	27	
Magistrate's	209	179	184	169	186	
Royal	72	75	78	60	71	
Total	294	280	298	258	284	10.1%

Notes:

- The 27 reports for Youth Court relate to 25 individual young people
- One Royal Court report was for a young person
- 9 adults had two reports written for offences on different dates

PSRs by Court by Year

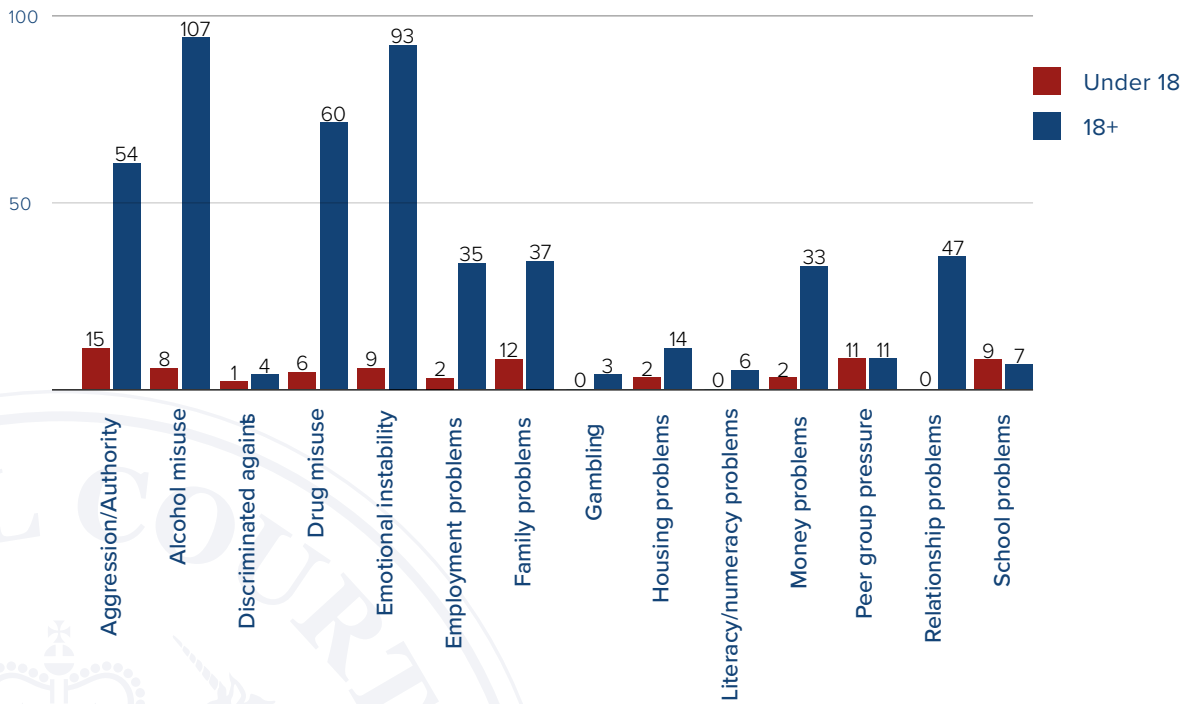
STAND-DOWNS (VERBAL REPORTS)						
Court	2019	2020	2021	2022	2023	% change on previous year
Youth	1	2	2	1	3	
Magistrate's	60	42	39	39	43	
Total	61	44	41	40	46	15.00%

Stand-downs - verbal reports given following interview of the client during the court hearing.

Other report types:

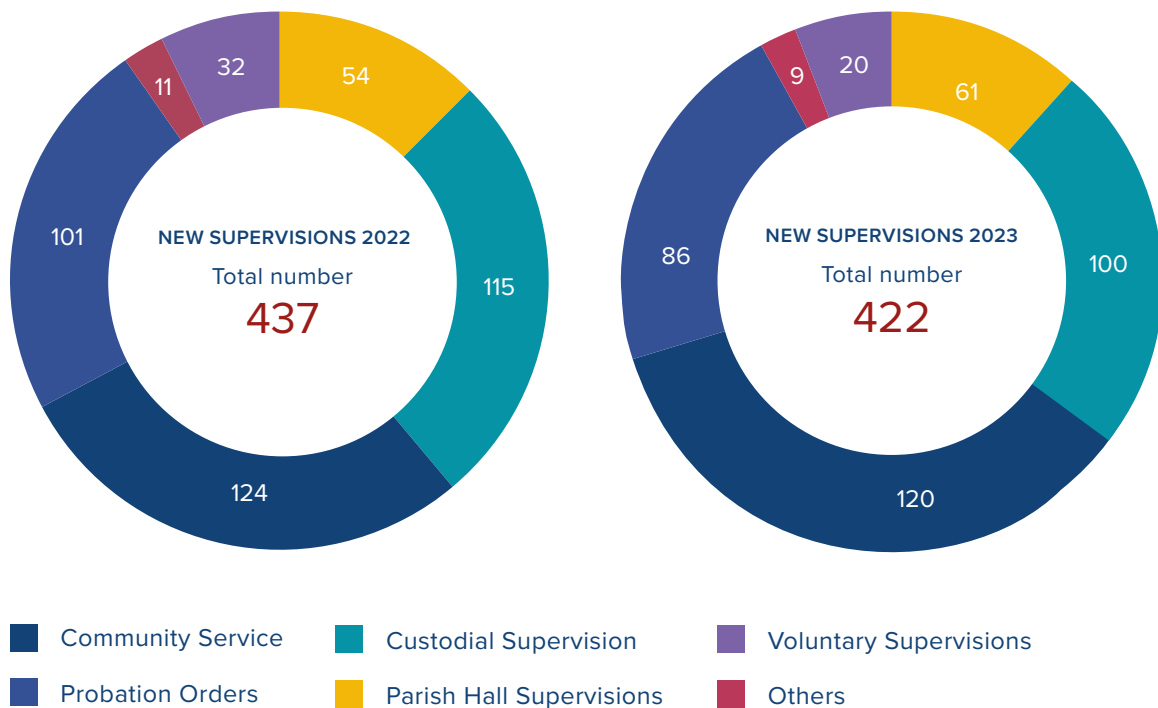
OTHER REPORTS						
Report Type	2019	2020	2021	2022	2023	% change on previous year
Conditional Early Release	16	13	10	17	29	
Deportation	19	10	10	8	14	
Information for Court	44	13	30	34	21	
Sex Offender Notification	5	6	6	14	9	
Personal Information (for Youth Court)	n/a	31	52	42	36	
Total	84	73	108	115	109	-5.22%

Factors Identified in Pre-Sentence Reports 2023



Factor	Under 18	% of YP PSRs	18 Plus	% of Adult PSRs
Aggression/Authority	15	19.4	54	10.6
Alcohol Misuse	8	10.4	107	21.0
Discriminated Against	1	1.3	1	0.8
Drug Misuse	6	7.8	60	11.7
Emotional Instability	9	11.7	93	18.2
Employment Problems	2	2.6	35	6.8
Family Problems	12	15.6	37	7.2
Housing Problems	2	2.6	14	2.7
Literacy/Numeracy Problems	0	-	6	1.2
Money Problems	2	2.6	33	6.4
Peer Group Pressure	11	14.3	11	2.1
Relationship Problems	0	-	47	9.2
School Problems	9	11.7	7	1.4

New Supervisions Added – Community & Custodial



Overall there has been an 8.9% decrease in the total number of new supervisions added, with breakdown details as below:

Breakdown of new supervisions

PROBATION ORDERS						
New Probation Orders Imposed by Court :	2019	2020	2021	2022	2023	% change on previous year
Youth Court	10	20	35	26	15	
Magistrate's Court	100	93	79	65	59	
Royal Court	9	9	13	13	11	
UK					1	
Total	119	122	127	101	86	-14.85%

Notes:

- In total, Probation Orders are down by 14.85% on the previous year.
- Orders from Youth Court decreased by 30.8% with 5 young people having 9 orders between them
- The main offence groups for new supervisions were
 - Violence 33.7% - up from 28.7%
 - Road Traffic/Motoring 15.1% - down from 19.8%
 - Drugs 14% - down from 16.8%
 - Public Order - 9.3% - down from 9.9%
 (This is measured by the main offence only, although an individual may have multiple offences.)
- The gender split for those placed on Probation in 2023 was
 - 74.4% Male (86.2% 2022)
 - 25.6% Female (13.8% 2022)

Community Service Orders

NEW COMMUNITY SERVICE ORDERS IMPOSED:	2019	2020	2021	2022	2023	% change on previous year
Youth Court	1	10	11	6	3	
Magistrate's Court	160	106	121	99	106	
Royal Court	5	12	2019	121	12	
Total	166	128	152	124	121	-2.42%

Notes:

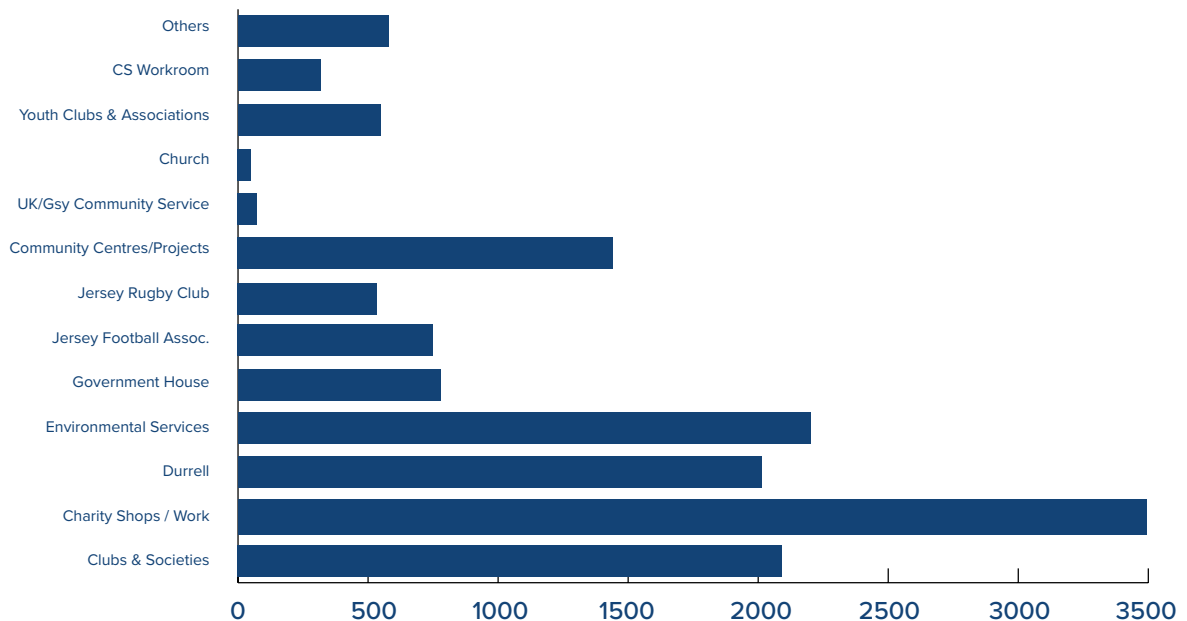
- Community Service Orders have decreased by 2.42% compared to 2022
- The main offence groups for Community Service Orders were:
 - Road Traffic/Motoring 53.3% - up from 49.1%
 - Violence 24.2% - up from 21%
 - Drugs 5.8% - down from 14.5%
 (This is measured by the main offence only, although an individual may have multiple offences.)
- The gender split for those placed on community service in 2023 was
 - 80.8% Male (80.7% 2022)
 - 19.2% Female (19.3% 2022)
- 41 clients placed on community service also received a Probation Order (combination orders) representing 34.2% of the total, (34.7% in 2022)

Community Service Orders – Hours Analysis

The scheme provided **12,399** hours of free work for the benefit of the island. The Team have worked hard to clear the backlog of cases caused through months of closure of the scheme during 2020 and 2021 due to COVID-19 and have made good headway:

CS ORDERS	2019	2020	2021	2022	2023	% change on previous year
Hours Ordered	18369	14802	19216	15046	14363	-4.54%
Hours Worked	16253	10920	15080	14785	12399	-16.1%
Average Order Length	111	115	122	121	103	-14.9%

22.6% of community service orders were placed on individual placements.

Hours Worked by Project

Breakdown of Hours Worked by Project

CATEGORY	2019	2020	2021	2022	2023
Clubs & Societies	2530.00	1472.50	1606.50	2093.00	600
Charity Shops / Work	2556.00	2026.50	4184.00	3494.00	1055
Churches	619.50	392.00	159.00	52.50	-
Durrell	2847.75	2539.50	1995.00	2011.00	902.5
Environmental Services	2953.50	1120.00	2662.50	2199.50	2262
Government House	100.00	1040.00	460.00	777.50	1320
Jersey Football Assoc.	1202.50	767.50	742.50	749.50	1165
Jersey Rugby Club	583.50	270.00	618.50	535.00	-
Trees for Life	25.00	-	-	-	545
Community Centres/Projects (formerly Parish & Community Facilities)	840.00	327.50	1060.50	1443.00	598
UK/Gsy Community Service	388.90	213.00	43.75	75.75	32
Youth Clubs & Associations	415.50	388.00	730.00	547.25	150
CS Workroom	828.50	29.00	282.50	319.00	354
Others	363.00	335.00	536.00	578.00	-
Heritage Trust	-	-	-	-	1029.50
Admin	-	-	-	-	82.5
Sports	-	-	-	-	1491
Les Amis	-	-	-	-	812.5
Total	16253.65	10920.50	15080.75	14875	12399

Risk/need profiles on New Probation and Community Service Orders During 2023

The LS-CMI, a psychometric tool, is used to measure an individual's level of risk of reconviction and criminogenic need.

ORDER TYPE	RISK BAND	2020 %	2021 %	2022 %	2023 %
Probation	Low	11.5	16.8	13.8	13.1
	Medium	48.3	39.7	52.5	41.7
	High	38.5	25.2	20.8	35.7
	Very high – new	<i>Incl. in High</i>	13	12.9	9.5
	No data	1.7	5.3	0	0
Community Service	Low	48	53.5	58.9	62.2
	Medium	34.9	30.6	29.9	27.0
	High	14	9.5	7.2	10.8
	Very high – new	<i>Incl. in High</i>	3.2	3.2	0
	No data	3.1	3.2	.8	0

Notes:

- Comparison is made between the LS/CMI score at the end of an individual's Probation Order to that at the start. The 2023 figures below are based on 82 terminated orders (65 Adult and 17 U18) across all risk bands.

RISK OF RECONVICTION SCORES AT TERMINATION OF PROBATION ORDERS					
	2019	2020	2021	2022	2023
Decrease %	60.2	66.7	66.7	55.1	59.7
Increase %	27.8	22.2	26.3	34.7	19.5
No change %	12	11.1	7	10.2	20.8

Target: At least 66% of clients to have reduced their risk of reconviction by the end of their probation order.

Completions

Target: 75% of both Probation and Community Service Orders to successfully complete.

Probation Order Completions

Of the 84 Probation Orders terminated this year, the reasons are as follows:

	2022	%	2023	%
Completed (expiry date reached)	78	67.8	72	85.7
Further offence – revoked & re-sentenced	18	15.8	4	4.8
Failed to comply with requirements – revoked & re-sentenced	10	8.7	2	2.3
Failed to comply with requirements – order discharged	0	0	4	4.8
Terminated early other reason	9	7.8	0	0
Breached – arrest ordered	0	0	2	2.4
Total	115	100	84	100

Community Service Order Completions

111 Community Service Orders terminated during 2022, a higher number than usual due to the back-log of cases being completed, with the following reasons:

	2022	%	2023	%
CS hours completed	124	77.5	95	85.6
Further offence – revoked & re-sentenced	1	0.65	4	3.6
Failed to comply with requirements – revoked & re-sentenced	20	12.5	6	5.4
Revoked – other reason	4	2.5	2	1.8
Breached – arrest ordered	5	3.1	2	1.8
Failed to appear – arrest ordered	3	1.9	2	1.8
Failed to comply with requirements – referred back to UK	1	0.65	0	0
Illness	2	1.2	0	0
Total	160	100%	111	100%

New Supervisions from Parish Hall Enquiries

We have seen a 53.9% increase in supervisions for young people during 2023 from Parish Hall Enquiries. Use of the RoadSafe option for those who have committed Road Traffic offences increased heavily, as well as the Alcohol & Drug Education.

PARISH HALL SUPERVISION TYPE FOR UNDER 18S:	2019	2020	2021	2022	2023	% CHANGE ON PREVIOUS YEAR
Deferred decisions with Restorative Justice	25	13	19	12	14	
Deferred decisions with Voluntary Supervision	17	8	9	1	2	
Deferred decisions with Alcohol & Drug Education	19	4	11	7	15	
Deferred decisions with Roadsafes (new 2021)	n/a	n/a	4	19	29	
Total	61	25	43	39	60	53.9%

Completions of Deferred decisions from Parish Hall

This covers Roadsafes, Voluntary Supervision, Restorative Justice or Alcohol & Drug education

	2022	%	2023	%
Completed (expiry date reached)	54	98.1%	55	96.4%
Further Offence	0	0	2	3.6
Total	55	100%	57	100%

Target: 75% of children to successfully complete periods of supervision ordered by Centeniers.

Voluntary Community Supervisions (non- Parish Hall)

VOLUNTARY SUPERVISIONS	2018	2019	2020	2021	2022	2023
Young People	2	10	8	2	0	2
Adults	31	27	28	26	32	19
Total	33	37	36	28	32	21

Adult Voluntary Supervisions consist of those wishing to engage either post-order, self-referrals or other agency referrals (e.g., for the Jersey Domestic Abuse Programme). For young people they may be referred from other agencies such as Early Help, Children's Services and Education (schools).

Prison Releases

Of the 58 prisoners recorded as released on-island during 2023, 69% (40 clients) were on some form of supervision. This compares to 48.4% in 2022 (30 clients).

RELEASE TYPE	2019	2020	2021	2022	2023
Conditional Early Release Granted	11	8	11	16	25
Released no Further Supervision	47	23	12	32	18
Voluntary After Care	16	10	12	8	12
YOI License	0	2	0	6	3
Total	74	43	35	62	58

Programme Intervention

The following table details those programmes which ran over the year in either group settings or on a one-to-one basis:

- 28 Clients attended the Building Healthy Relationships Programme (formerly JDAP) in 2023
- 18 Clients attended the Positive Steps Programme, achieving a total of 298 hours engaging with various agencies including St Vincent De Paul Food Bank, Caring Cooks, Fire & Ambulance Service, St John's Ambulance, Grow/Thrive, St Ewolds, St Helier Town Hall Community Sessions, and Boxing Business
- 7 Clients attended the Emotional Coping Skills Programme
- 3 Clients attended the Alcohol Study Group via the Alcohol & Drugs Service
- 6 Clients attended the NOTA Sex Offender Individual Treatment Programme
- The Building Healthy Relationships Programme (formerly Jersey Domestic Abuse Programme) was introduced in early 2021. It is delivered on a one-to-one basis by Probation Officers to their clients, with modules tailored to the individual case.
- Positive Steps was introduced in late 2021 for young people. Sessions are undertaken with a variety of partner organisations, either as part of a Court Order or a general activity

Restorative Justice

The yearly summary shows restorative justice officer involvement in relation to 80 clients across all supervision types (102 in 2022). This includes assisting the probation team in other areas of client work during 2023, alongside restorative justice, including prison and school visits. There are always a number of clients who agree to meet with their victim in person, but this is not always possible due to a variety of reasons.

This year the number of face to face apologies have dipped due to a significant number of young people suffering with their mental health who did not feel able to meet in person. In these cases, apologies were passed on via the restorative justice officer to victims where appropriate or by sending letters of apology.

Also this year a number of clients were given restraining orders so restorative justice initiatives were not suitable but victim awareness sessions were completed with these clients. Where it was not possible for young people to make amends for their actions, clients have engaged with the Positive Step agencies to carry out work for the community. 100% satisfaction rate with victims participating in the restorative justice scheme.

Contact Type	2022	2023
Referrals	102	80
Face to Face Apology	16	7
Letters of Apology	7	13
Making Amends Actions	4	5
RJ Conference	1	1
RJ Client Meetings	40 Clients 62 Office Visits	30 Office Visits
RJ Reports	13	13
New Deferred Decisions	12	13
Binding Over Orders	2	5

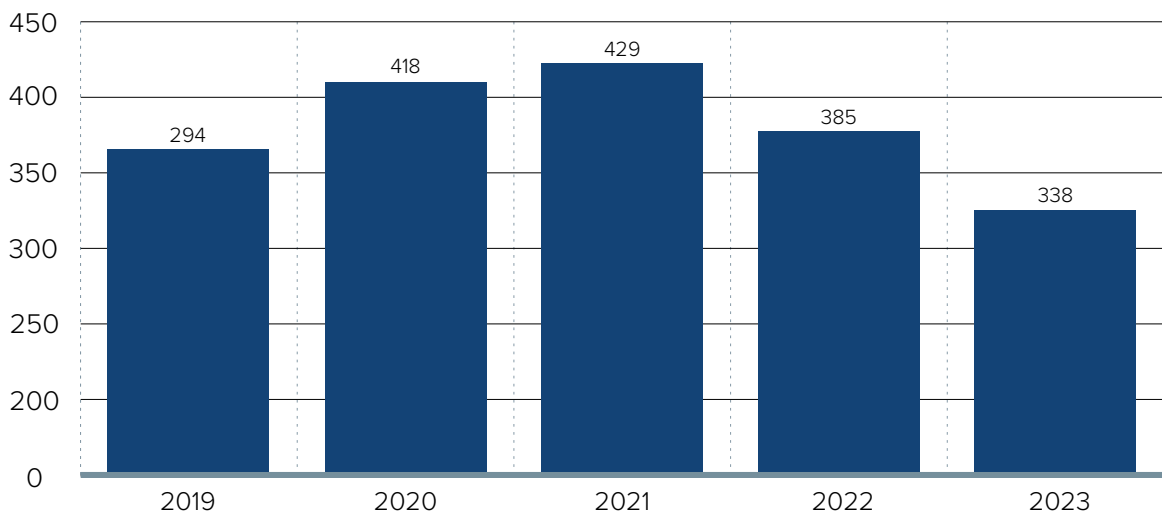
Total Caseload as at 31.12.23

As at 31 December 2023 (point in time), the total caseload stood at 338 cases, 12.2% less than the 385 cases in 2022.

From the 338 cases

- 37 were under 18 years old representing 10.9% of the total caseload (9% in 2022)
- 38 were between 18 and 21 years old representing 11.2% of the total caseload
- Please note a person may be subject to more than one order of either a different or the same type

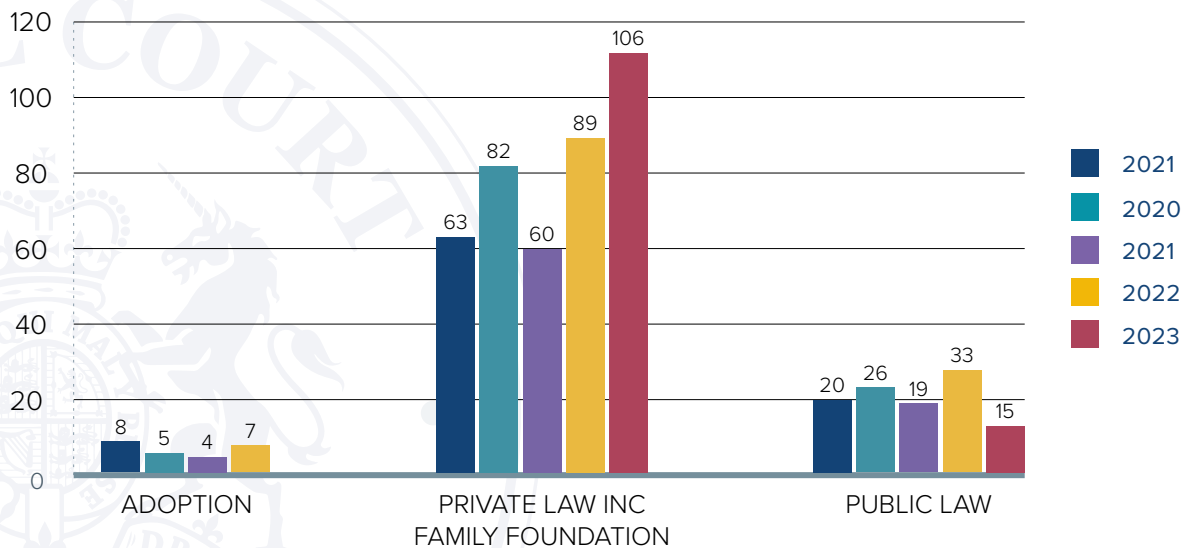
Case Totals 2023



Jersey Family Court Advisory Service - Statistical Summary 2023

There has been a 5.4% decrease in the overall number of new cases added compared to 2022:

New Cases Added 2023



CASE TYPE	2019	2020	2021	2022	2023	% Change in Previous Year
Adoption	8	5	4	7	1	
Private Law inc Family Foundation	63	82	60	89	106	
Public Law	20	26	19	33	15	
Total	91	113	83	129	122	-5.4%

Notes:

Private Law now includes Family Foundation so figures will look considerably higher than previous years. There may be more than one application per case.

- The overall caseload as of 31/12/23 stood at 70 cases a 16.6% increase on 2022 (60 cases)
- 122 new cases were added, a 5.4% decrease on 2022 (129 cases)
- 169 new applications were made a 5.6% increase on 2022 (160 cases)
- 164 cases were worked on, a 3.5% decrease on 2022 (170 cases)

Glossary of abbreviations used in the service

ALO	Arm's Length Organisation
AO	Accountable Officer
BOTO	Bound Over with treatment Order
CAFCASS	Children and Family Court Advisory and Support Service - statutory body working with children and families in Family Court proceedings in England and Wales
CEP	European Probation Organisation
CMA	Case Management Assistant
CPO	Chief Probation Officer
CREDOS	An international group of academics and senior managers researching Probation effectiveness
CSO	Community Service Order
CYPES	Children, Young People, Education & Skills
DAISy/DAISy2	Data Analysis and Information System - computerised case management and management information system
EM	Executive Manager
HCR20	Assessment used with violent offenders
IDVA	Independent Domestic Violence Advisor
IOM	Integrated Offender Management
JFCAS	Jersey Family Court Advisory Service
JMAPPA	Jersey Multi-agency Public Protection Arrangements
JPACS	Jersey Probation and After-Care Service
Jurat	Royal Court Judge of fact and sentence giver
KPI	Key Performance Indicator
LSI-R, LSI CMI	Risk assessment systems used or under consideration by the JPACS
MARAC	Multi-agency process to safeguard high risk victims of domestic violence
Ofsted	Office for Standards in Education, Children's Service and Skills
PFM	Public Finances Manual
PO	Probation Officer

PSR	Pre-Sentence Report
RAMAS	Risk Assessment Management and Audit Systems; an interagency method for assessing and managing those people most likely to harm themselves or others
RJ	Restorative Justice
Risk Matrix 2000	Assessment tool used with sex offenders
SA07	Assessment tool used with sex offenders
SAR	Subject Access Request
SEB	States Employment Board
SPPP	Strategic Policy, Planning & Performance
Stand-down report	Assessment carried out by the Duty Probation Officer in Court at the Magistrate's request
UNCRC	United Nations Convention on the Rights of the Child
VS	Voluntary Supervision



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