

JERSEY PROBATION AND AFTER-CARE SERVICE

Annual Report for 2010 and Business Plan 2011

Jersey Probation and After Care Service
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Probation Board

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

Probation Board – January 2011

Chairman of Probation Board

Jurat P J de Veulle, OBE - Lieutenant Bailiff

*Jurat S J Le Cornu: Jurat J M Clapham: Jurat L J King, MBE: Jurat G W Fisher:
Jurat P Nicolle*

Probation Board Chairman's Foreword

It is over a year since Jurat Le Brocq OBE retired from her day to day obligations to the Royal Court and thus from her position as Chairman of the Probation Board, a position she held since 2003. Under her chairmanship and the able leadership of the Chief Probation Officer, Brian Heath, the Jersey Probation and After-Care Service emerged with very considerable credit in all the recent reports and reviews into the criminal justice system and vulnerable children.

I have been fortunate that the waters have been very much calmer since I succeeded her a year ago and the Probation Service has been able to consolidate, learn and take a proactive part in the developments that have largely resulted from those events. Over and above the general continued smooth running of the Probation Service, a number of matters are worthy of particular mention.

The Chief Probation Officer, Brian Heath has been deeply involved as one of the authors in a key research document "Youth Justice in Jersey - Options for Change" issued in August 2010. The thrust of its conclusions is that offending of itself is not the major issue - it is the outcome - and the report underscores that it is the social milieu within which these children are brought up that is a problem, and that issue can only be addressed on a multi agency basis.

In the latter part of 2010, the groundwork was laid for the launch of the Jersey Family Court Advisory Service as a part of Probation Service. This team will undoubtedly provide a very significant building block for a well co-ordinated and effective service to the justice system and should help get to the core of the family issues identified in the paper referred to in the preceding paragraph.

The enactment of the Sex Offenders (Jersey) Law in January 2011 is another development which will give the Probation Service yet further administrative and management problems to be addressed and will place even more strain on already stretched services.

Whilst some new resources have been made available, the Comprehensive Spending Review is having, and will continue to have, a heavy impact on the efficiency and innovation that has been the hallmark of the service. As a result of its competences, even greater workloads are taken on by a dedicated team who already work beyond reasonable limits. Whilst it is fair to say that there is now a better political understanding of the wide range of work that the Probation Service does and its value to the community, that does not detract from the difficulty of motivating and retaining staff in an atmosphere of financial uncertainty.

I have served on the Probation Board for some 15 years and have never been disappointed in the quality, energy and resilience of the service it provides. Brian Heath and his team are tireless and dedicated, and Jersey is indeed fortunate to have a Probation Service of quality and recognised as such both within and outside the Island. I hand over to my successor with the greatest confidence for its future.

February 2011

Glossary of Abbreviations

ACPO	Assistant Chief Probation Officer
APO	Assistant Probation Officer
BASS	Building a Safer Society; interagency strategy approved by the States of Jersey in 2004.
BOTO	Bound Over: Treatment Order
BOYAT	Bound Over: Youth Action Team.
CAFCASS	Statutory body working with children and families in Family Court proceedings in England and Wales
CEP	European Probation Organisation
CMA	Case Management Assistant
CPG	Children's Policy Group of Ministers
CPO	Chief Probation Officer
CREDOS	an international group of academics and senior managers researching Probation effectiveness
CSO	Community Service Order
CSR	Comprehensive Spending Review; States of Jersey resource allocation process
DAISy	Data Analysis and Information System - computerised case management and management information system - successor to ICMS
ESC	Education Sport and Culture Department of the States of Jersey
CSR	Comprehensive Spending Review; States of Jersey resource allocation process
HCR20	assessment used with violent offenders
HA	Home Affairs Department of the States of Jersey
H and SS	Health and Social Services Department
HMIP	Her Majesty's Inspectorate of Probation
ICT	Information and Communications Technology
"J" category staff	staff recruited from outside of Jersey, given temporary Housing Committee consent to occupy certain properties
JFCAS	Jersey Family Court Advisory Service
JLIB	Jersey Legal Information Board
JPACS	Jersey Probation and After Care Service
KPI	Key Performance Indicator
LSI-R, LSI CMI,	Risk assessment systems used or under consideration by the JPACS

MAPPA	Multi Agency Public Protection Arrangements
NOMS	National Offender Management Service incorporating Probation in England.
OASyS	Risk Assessment and Case Management system used by the National Probation Service
OINTOC	Offending Is Not the Only Choice – skills based cognitive behavioural programme for offenders, used by JPACS
PO	Probation Officer
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,	
SAO7	assessment tools used with sex offenders
SER	Social Enquiry Report
VS	Voluntary Supervision

KEY PIECES OF LEGISLATION

The key pieces of legislation giving authority to the Jersey Probation and After-Care Service are as follows:

Loi (1937) sur l'atténuation des peines et sur la mise en liberté surveillée. (Probation Law)

Criminal Justice (Community Service Orders) (Jersey) Law 2001

Criminal Justice (Young Offenders) (Jersey) Law 1994

Children (Jersey) Law 2002

Matrimonial Causes (Jersey) Law 1949

Adoption (Jersey) Law 1961

Sex Offenders (Jersey) Law 2010

Annual Report for 2010 and Business Plan for 2011

Chief Probation Officer's Report

Chairman and Members of the Probation Board of the Royal Court, I have the pleasure of submitting my Annual Report for 2010 and the Business Plan for 2011.

2010 was a year of significant change for the Probation and After Care Service. The Family Court Advisory Service (JFCAS) was launched to provide a unified and discrete service for children who are the subject of proceedings in the Family Division of the Royal Court. This fulfils a longstanding objective of both The Jersey Probation and After Care Service and the Health and Social Services Department, and forms part of the implementation plan following the Williamson Report into Children's Services.

The new Jersey Multi Agency Public Protection Arrangements (JMAPP) was put in place in advance of the Sex Offenders legislation coming into force from the beginning of 2011. These included the appointment of a seconded Probation Officer, Adelaide Ormesher, as the co-ordinator of the scheme.

I led a major review of Youth Justice in Jersey together with a respected team of internal and external experts on Children's offending on behalf of the Children's Policy Group of Ministers (CPG). This review formed part of the Service's contribution to the Island's first Children and Young People's Strategic Framework (CYPSF).

JPACS continued to have a high profile for its size internationally both through invitations to present at conferences and through publications, most notably being the subject of a chapter in "Offender Supervision new directions in theory research and practice" a book which is intended to outline the most promising ways forward in Probation work.

DAISy which was developed as a Probation case management and management information system continued to grow into a more corporate criminal justice system. Now used by both Jersey and Guernsey Probation Services and the Jersey Magistrate's Court Greffe, DAISy has over 170 users throughout the Jersey Criminal Justice System with further expansion planned for 2011.

At the end of 2010 JPACS launched its new website www.probation.je and associated Facebook, Twitter and Flickr pages. The aim is to improve the public's knowledge of our work, with encouraging results in the first few months.

Workload remained fairly consistent overall when compared with recent years. Increases in some areas notably Community Service, were balanced by reductions in other areas such as Social Enquiry Reports and Probation Orders for the Magistrate's and Youth Courts. The results are comparable with recent years maintaining the Service's position at the forefront of effective service delivery. This was all achieved whilst keeping expenditure within the allocated cash limit for the year. £33,000 (approximately 2% of the allocated revenue budget) was unspent at the end of the year.

The work outlined above progressed in tandem with the demands of the Comprehensive Spending Review (CSR), which in the case of JPACS required some timely innovative decision making and implementation of some difficult changes during 2010 and 2011 in order to prevent a disproportionate effect on service delivery and individual members of staff in future years

During 2011, the new sex offenders' legislation will result in new areas of work for JPACS such as preparing reports following applications for non criminal orders in the Royal Court.

JFCAS will take on responsibility for the allocation of Public Law Guardian work from the Judicial Greffe. Implementation of the recommendations from the Youth Justice Review will require significant investment of time and effort from JPACS and the other agencies involved in this difficult area of work. The Service's work with looked after children will be inspected as part of the Social Work Inspection Agency's (SWIA) wider inspection into services provided for this group of children.

My work as Chief Probation Officer is made easier by the support and governance provided by the Probation Board. The Board is composed of Jurats who bring a wealth and variety of experience to their role. At the beginning of 2010 Jurat S Le Brocq, OBE, Lieutenant Bailiff, retired as President of Probation Board, a position she had occupied since 2003. During her time as President, she proved to be a strong advocate for the work of the Service, and worked enthusiastically on its behalf. Jurat P J de Veulle, OBE, Lieutenant Bailiff, has proved to be an able successor in his role as Chairman of Probation Board. I am equally fortunate to have a committed and highly skilled team of staff and volunteers who ensure that clients receive a consistently high quality of service. Their response to the changes needed as a result of the CSR in particular was exemplary. I am grateful to them all.

Brian Heath
Chief Probation Officer
15 February 2011

Performance in 2010

Objective 1: To provide an efficient and effective verbal and written report service to Parish Halls, Courts and Prisons

Key Performance Indicators for 2010

- A minimum of 95% of reports will be provided within the agreed deadlines.

Achieved

- The Jersey Family Court Advisory Service will begin operating reporting through the Probation Board to the Royal Court. JPACS will work with the Judiciary and other interested parties to establish a Social Worker Guardianship Service in matters of public law.

Achieved

- All reports will continue to be peer reviewed to ensure consistent quality and in particular Royal Court Reports will be peer reviewed by a member of the management team.

Achieved

Objective 2: To provide community supervision which reduces re-offending, allows offenders to make restitution and protects the public from further offending

Key Performance Indicators for 2010

- To maintain a statistically significant reduction in Probationers' risk of re-offending using locally calibrated measures.

Achieved; however below target of 65%

- To achieve an average work rate of at least three hours per week in Community Service cases.

Achieved

- To place at least one third of Community Service cases in individual placements, subject to satisfactory risk assessments being completed.

Achieved

- To inspect two areas of JPACS activity.

Not achieved. However, all areas of work were reviewed for CSR purposes.

- To review the Service's Basic Skills provision for effectiveness.

Achieved

- To review the existing suite of offender programmes.

Not achieved. Carries forward to 2011

- To develop with the States of Jersey Police and other relevant agencies management protocols for the implementation of the draft Sex Offenders Law.

Achieved

- To initiate and drive a new strategy for dealing with those people with mental health problems who are in the criminal justice system.

Commenced but deferred due to CSR demands.

- To inform the debate and implementation plan following the review of Youth Justice produced by the Howard League for Penal Reform.

Achieved

Objective 3: To work with the prison to provide integrated sentence planning and supervision programmes for prisoners

Key Performance Indicators for 2010

- To achieve a statistically significant reduction in prisoners' risk of re offending post release;

Data not yet available

- Each prisoner to have an integrated sentence plan which reduces their risk of re-offending and increases their chance of successful rehabilitation.

Achieved

- Providing that the legislation is in place and funding made available to provide an effective statutory post custodial supervision service.

Legislation deferred by Home Affairs due to other priorities

Additional Departmental Targets for 2010

- To continue to work with the Prison to improve the sentence planning process.

Achieved

- To continue to provide places on Probation programmes to prisoners and to offer assistance to the prison in programme management.

Achieved

- To ensure that the Probation and Prison Information systems work seamlessly to support effective sentence planning, share risk information and remove duplication of entry or search.

Partially achieved – test software developed and delivered by December 2010

2011 Business Plan

Aim: To provide an effective and efficient social work service to the criminal justice system and the family division of the Jersey Royal Court.

Objective 1: To provide an efficient and effective verbal and written report service to Parish Halls, Courts and Prisons

Success criteria:

- (i) A minimum of 95% of reports will be provided within the agreed deadlines;
- (ii) The Family Court Welfare Service will assume responsibility for the management of social work guardians in Public Law proceedings by the end of April 2011
- (iii) All reports continue to be peer-reviewed to ensure consistent quality and in particular that Royal Court Reports will be peer-reviewed by a member of the management team.

Strategic Plan Priorities: 7, 8 and 9

Objective 2: To provide community supervision which reduces re offending, allows offenders to make restitution and protects the public from further offending

Success criteria:

- (i) To maintain a statistically significant reduction in Probationers' risk of re-offending at more than a 5% confidence level, using locally calibrated measures;
- (ii) To achieve an average work rate of at least three hours per week in Community Service cases;
- (iii) To place at least one third of Community Service cases in individual placements, subject to satisfactory risk assessments being completed;
- (iv) To act upon recommendations arising from the review of Youth Justice commissioned by the Children's Policy group and the emerging findings from the SWIA inspection into looked after children;
- (v) To continue to drive efforts to provide for the transfer of community penalties between Jersey, the other crown dependencies and EU member states

Strategic Plan Priorities: 7, 8 and 9

Objective 3: To work with the prison to provide integrated sentence planning and supervision programmes for prisoners

Success criteria:

- (i) To achieve a statistically significant reduction at more than a 5% confidence level in prisoners risk of re-offending post release compared to time of sentence;
- (ii) Each prisoner to have an integrated sentence plan which reduces their risk of re-offending and increases their chance of successful rehabilitation;
- (iii) To support the Home Affairs Department in efforts to provide for the transfer of prisoners between Jersey, the other crown dependencies and EU member states

Strategic Plan Priorities: 7 and 8

Other Departmental targets for 2011

- (i) To ensure the measures necessary to implement the CSR savings required in 2012 are in place by the end of 2011.
- (ii) To have achieved an agreed sustainable governance structure for the DAISy case management and management information system.

Annual Statistical Summary 2010

Social Enquiry Reports

There has been a 6% decrease in overall written report numbers produced for the courts:

	Social Enquiry Reports				
Court	2006	2007	2008	2009	2010
Youth Court	71	87	70	51	53
Magistrate's Court	249	243	267	242	221
Royal Court	139	164	125	143	137
Total	459	494	462	436	411

However, the year-on increase in the use of stand-downs in the Magistrate's and Youth Courts continues, with an overall increase of 22%. Stand-down reports assist the Court to make decisions regarding fines or Community Service in appropriate cases without a further adjournment for a Social Enquiry Report.

	Stand-downs				
Court	2006	2007	2008	2009	2010
Youth Court	13	19	21	17	21
Magistrate's Court	64	60	48	71	86
Total	77	79	69	88	107

Probation Supervision

There has been a 19% decrease in the overall number of new orders imposed compared to 2009, the total being identical with 2008.

	New Probation Orders				
Court	2006	2007	2008	2009	2010
Youth Court	48	46	40	56	35
Magistrate's Court	100	103	94	108	94
Royal Court	24	21	20	26	25
Total	172	170	154	190	154

The biggest decrease has been in Youth Court orders (38%), although it should be noted that there were several multiple orders relating to individual clients in 2009.

The main offence types committed by those placed on Probation in order of frequency, are violence, drugs, serious motoring, larceny and public order.

Programme intervention

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

Programme Type	2009		2010	
	No. of attendees	Total no. of sessions attended	No. of attendees	Total no. of sessions attended
Aggression Control Training	10	113	8	114
Alcohol Study Group	37	211	30	181
Domestic Violence	14	145	12	204
Offending is not the only choice	31	451	11	109
Self-Management and Rational Thinking	16	258	18	391

Community Service Orders

The increased use of Community Service orders has been maintained with similar overall numbers to last year:

Court	New Community Service Orders				
	2006	2007	2008	2009	2010
Youth Court	24	23	13	16	20
Magistrate's Court	108	112	110	152	161
Royal Court	25	44	33	50	38
Total	157	179	156	218	219

Of note is the increase in the use of a combination of Probation and CS orders, 65 compared to 50 last year (30%).

The main offence group continues to be serious motoring followed by violence, larceny and drug offences.

The high number of CS hours ordered in 2009 has also been maintained during 2010; the hours worked were the highest ever recorded and result from the substantial increase in hours ordered in 2009.

CS Orders	2008	2009	2010
Hours ordered	11467	23682	23587
Hours worked	no data	17211	20577
Average order length	97	107	106

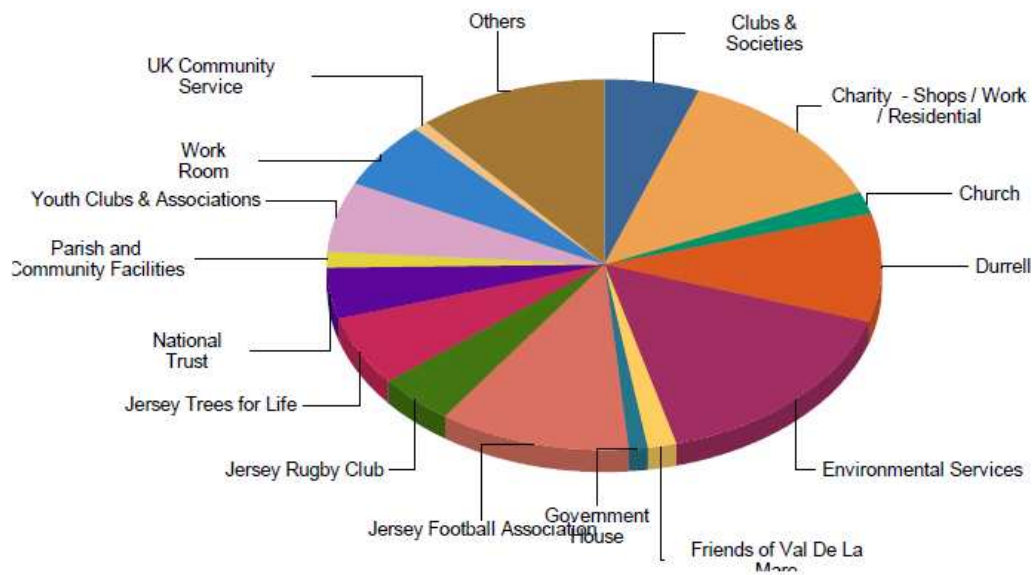
The majority of orders (61%) are in the 51-100 hour bracket, compared to 44% in 2009.

37% of community service workers performed their hours in an individual placement

Hours worked by project:

Location	CS Hours worked				
	2006	2007	2008	2009	2010
Clubs & Societies	1181.50	1885.50	746.00	1217.00	553.00
Charity Shops / Work	884.00	1846.50	868.00	2348.00	2267.00
Durrell	617.00	938.50	1013.50	1666.00	2797.50
Environmental Services	1500.00	949.00	2118.00	3711.00	4290.00
Friends of Val de la Mare	0.00	0.00	0.00	385.00	887.00
Government House	0.00	190.00	313.00	95.00	219.50
Jersey Football Assoc.	1818.00	1306.75	1993.00	2038.00	1524.00
Jersey Rugby Club	0.00	583.00	621.50	923.50	1321.00
Trees for Life	1178.75	1356.00	986.00	584.00	474.00
National Trust	907.00	625.00	579.50	796.00	1246.50
Parish & Community Facilities	0.00	245.00	233.00	0.00	40.00
Residential Charities	741.00	590.50	120.25	274.00	0.00
Scouts	230.00	160.00	200.00	291.00	0.00
UK Community Service	0.00	395.00	0.00	160.00	0.00
Youth Clubs & Associations	177.00	765.00	347.50	449.00	1030.00
CS Workroom	0.00	0.00	0.00	1071.00	938.50
Others	3969.50	1979.50	2740.50	745.00	2625.50
Total	13,264.25	14,286.75	12,997.75	17,131.00	20,446.00

Hours Worked in 2010 by project



Custodial Supervision

There has been a 14% rise this year in the number of new custodial supervisions as detailed below:

	2008		2009		2010	
	Adult	Youth	Adult	Youth	Adult	Youth
Youth Court	0	4	0	2	0	4
Magistrate's Court	5	0	7	3	16	1
Royal Court	57	11	66	15	70	15
Sub total	62	15	73	20	86	20
Grand total	77		93		106	

Notes: Youth custodial supervision applies to those aged 21 and under. Custodial supervision numbers do not directly relate to the number of sentences imposed.

99 adult prisoners were released during 2010, a similar number to 2008. Of these, 23 accepted the offer of Voluntary After-Care (23%), a similar number to last year.

17 prisoners were released on Home Curfew Licence which compares to 10 on the previous scheme TRMS in 2009 (21 in 2008). 14 Young Offenders were released on YOI Licence, on a par with 2009

Reports for H M Prison La Moye

There has been a 26% decrease when comparing Home Curfew reports to the TRMS numbers for 2009. However, Release on Temporary Licence reports are slightly up on last year, resulting in an overall decrease in pre-release reports of 7.5%.

Report type:	2008	2009	2010
ROTL	76	58	60
TRMS	33	35	N/A
Home Curfew	-	-	26
Total	109	93	86

LSI-r profiles:

The LSI-R measures the likelihood of reconviction. It is an assessment tool which is widely used and has been calibrated for use in Jersey.

Generally Probation Orders are most suitable for individuals with a medium or high likelihood of reconviction across the seriousness range. Community Service is best suited to individuals with a low or medium likelihood of offending and can only be used when the Court would otherwise have imposed a custodial sentence.

Probation Orders – 16% of new orders made were in the low band, 39% medium and 40% high (5% no data).

This compares to figures for 2009 of 18%, 42% and 33% respectively (7% no data).

CS orders - profiles remain fairly consistent, with just over 50% in the low band for both years.

Parish Hall Enquiries attended by Probation staff

There has been a 27% decrease in the overall number of Parish Hall cases:

	2006	2007	2008	2009	2010
PHE - Grouville	3	6	6	3	7
PHE - St. Brelade	31	33	29	29	23
PHE - St. Clement	22	35	24	40	23
PHE - St. Helier	316	326	259	234	155
PHE - St. John	5	4	2	4	0
PHE - St. Lawrence	10	16	12	15	4
PHE - St. Martin	3	6	6	6	6
PHE - St. Mary	8	2	2	2	0
PHE - St. Ouen	3	2	1	7	11
PHE - St. Peter	9	19	20	17	8
PHE - St. Saviour	39	48	40	42	55
PHE - Trinity	1	8	5	1	2
Total	450	505	406	400	294

54% of Parish Hall cases were held in respect of first offenders, a similar number to last year.

7 cases were sent from the Parish Halls to Youth Court during 2010 compared to 13 in 2009 (46% decrease).

According to our data, 56 cases were sent directly to Youth Court from PHQ, more than double the 26 cases in 2009 (23 in 2008). These 56 cases relate to 44 individual young people. There is little doubt that a proportion of these children would have remained out of the Court system if they had been referred to a Parish Hall Enquiry. As part of the Youth Justice Review discussions are taking place with the States of Jersey Police, the Youth Court the Attorney General and the Honorary Police to reduce the numbers of Children sent directly to Court from Police Headquarters.

Despite the decrease in cases at Parish Hall Enquiries, Restorative Justice (RJ) and Voluntary Supervisions (VS) have both increased compared to 2009.

Supervision type:	2009	2010
Deferred decision with RJ	15	16
Deferred decision with VS	20	22
Total	35	38

Caseloads

Month end figures for 2010 reveal an average total caseload of 131 custodial supervisions (of which 33 on average transferred to UK), 111 community service orders and 116 probation orders being supervised at any one time. This compares with 149, 92 and 137 respectively for 2009.

Including all supervision categories, such as prison releases, voluntary supervisions, restorative justice and binding over orders with conditions, the total monthly average caseload was 499. This compares with 502 for 2009.

Jersey Family Court Advisory Service (JFCAS)

JFCAS took on the Family Court work of JPACS and Social Services from the end of November 2010. Therefore the first full year's statistics will become available in 2012.

The statistics for 2010 reflect the work of the Probation and After Care Service until 24 November 2010 and of JFCAS after that date. The work performed by Social Services prior to 24 November 2010 is not reflected in these figures.

Type of Report	Number of reports
Family Court Welfare	32
Guardian ad Litem Adoption	11
Public Law Guardian (new)	3
Public Law Guardian (existing from 2009)	2

PROBATION SERVICE STAFF - January 2011

Chief Probation Officer

Mr Brian Heath

Assistant Chief Probation Officer/Community Service Manager

Mr Michael Cutland

Team Leader

Mr David Trott

Office Manager

Mrs Jenny Cooley

Probation Officers

Mrs Natalie Austin – part time

Ms Susan Brown – part time

Mr David Ibbotson

Mrs Lisa Lister – part time

Mr James Lynch

Mr Chay Pike

Ms Janette Urquhart

Mrs Sarah Barrowcliffe

Mrs Jane Christmas – part time

Mr Christopher Langford

Ms Emma Luce

Ms Adelaide Ormesher

Mr Robert Taylor

Assistant Probation Officers

Mrs Nicky Allix (Court Officer)

Mrs Chantelle Rose – part time

Mrs Barbara Machon - part time

Ms Maurilia Veloso

Trainee Probation Officers

Mrs Barbara Machon (part time)

Ms Maurilia Veloso

Court Liaison Officer

Mr Mark Saralis

Case Management Assistants

Mrs Norah Child-Villiers

Miss Lauren Hamill – part time

Mrs Maura Wakeham - part time

Mrs Gillian Gosselin - part time

Mrs Tina Soley

Jersey Family Court Advisory Service

Team Leader Designate

Mrs Jane Ferguson

Senior Practitioner

(vacancy)

Social Workers

Mrs Elsa Fernandes

Ms Eleanor Green

Administrator

Ms Nicki Rosier

Assistant Community Service Managers

Mr Andy Le Marrec;

Mrs Nicky Allix (also Court Officer) part time

Community Service Supervisors

Mr Peter Bisson

Mr John Lennane

Mr Ghazi Najib

Mr Rui de Abreu

Mr Philip Matson

Mr Trevor Renouf

Mr Philip Hague

Mr Chic McHendry

Mr Terry Saussey

Jersey Probation and After Care Service

Statement on Internal Control

Scope of Responsibility

As the Chief Probation Officer I have been appointed as the Accounting Officer for the Probation and After-Care Service (JPACS) under the provisions of the Public Finances (Jersey) Law 2005. The duties of the Accounting Officer are laid out in the Treasury Financial Direction 2.2.

In summary as the accounting officer for the Probation and After-Care Service I am responsible for ensuring the proper financial management of the Service in line with the Public Finance (Jersey) Law 2005 and Treasury Financial Directions.

One of the duties of an accounting officer is to produce an annual Statement on Internal Control.

Purpose of Internal Control

Systems of internal control are necessary to ensure that expenditure and income are properly accounted for in line with States of Jersey legislation, policies and procedures. These processes are designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; they can therefore only provide reasonable and not absolute assurance of effectiveness.

Capacity to handle risk

Risk management is a key feature of Probation work. In a financial setting the Chief Probation Officer is actively involved in all significant financial transactions and uses the support and professional expertise available in the Treasury to assist his decision making.

Regular meetings are held with Treasury support staff to keep up to date with best practice in this area.

Risk and control framework

The total revenue budget allocated to the Jersey Probation and After Care Service in 2010 was £1.6 million. The Service is reliant upon the controls exercised by the Treasury Department payroll section and the Human Resources and Information Services Departments of the Chief Ministers Department for the majority of its support functions. Statements of assurance have been sought and provided in respect of the services provided by these departments.

An Annual Report and Business Plan is produced which provides the formal vehicle for the Chief Probation Officer and the Probation Board to report the Jersey Royal Court, the States of Jersey and other stakeholders. The report contains Departmental objectives progress on which are monitored via monthly staff supervision, weekly management meetings, quarterly statistical reports and management review. This provides for the active management of risks associated with the Plan. Six members of staff are authorised to agree expenditure within their areas of responsibility. In all cases payment of this expenditure is authorised in writing by the Chief Probation Officer or in his absence the Assistant Chief Probation Officer, neither of whom may authorise their own spending. All staff who are authorise expenditure have been made aware of the relevant financial directions and practices.

Policies are in place regarding travel expenditure (within and outside of Jersey); the control of overtime; the use of suppliers with whom the States of Jersey has negotiated discounted prices.

Departmental expenditure is reviewed monthly by the Office Manager and the Chief Probation Officer, and progress against the budget monitored. Monthly budget reports are produced and provided to the Treasury. An asset register is maintained which lists all States of Jersey owned furniture and other items of equipment. This is reviewed annually.

A risk register has been produced in line with Treasury's Financial Treasury Code of Direction 2.7 and will be reviewed quarterly by the management team. Written Health and Safety policies are in place to cover all relevant parts of professional practice and administration.

Review of Effectiveness

The significant workload increase seen in Community Service in 2009 continued in 2010, nonetheless the Service managed this increase within the new reduced staff structure established during 2009. There was an overall underspend against budget of some £32,000 achieved as a result of close attention to costs during 2009 and 2010. A Revenue to Capital transfer was used to purchase a minibus which will result in reduced maintenance costs for some years and prevent delays in offenders on Community Service commencing work which would otherwise have been inevitable as the previous vehicle had reached the end of its useful life.

Academic papers and presentations on Probation Service practice in Jersey resulting from our partnership with Swansea University continued to demonstrate that the Jersey Service is at the forefront of effective practice. The Chief Probation Officer continues to receive invitations to present at international conferences on Jersey's success in this area.

Significant control issues

The JPACS cannot regulate its workload which is dependant on levels of crime and disorder, trends in separation, divorce and parenting and the use of its services by the Courts. Therefore with a revenue budget which is primarily devoted to staffing and other fixed costs, there is always the possibility of an unforeseen surge in demand resulting in an over spend. This risk is managed by targeting resources to risk and need; by monitoring crime and sentencing trends and by maintaining contact with former employees who may be prepared to undertake sessional work.

In recent years the Service has become more dependent on recharged income for services provided to other States Departments. Posts funded under the Building a Safer Society Strategy is funded by the Home Affairs Department and the seconded Prison Probation Officer is funded by the Prison. JPACS would be unable to provide the key services supported by the Strategy from within its existing cash limit as the total staff expenditure in 2010 amounted to more than the Service's cash limit of £1.6 million. This situation was highlighted by KPMG in their audit during 2008 but at the time of writing, despite requests to the Treasurer of the States the situation remains unresolved. This results in an obvious financial vulnerability for the JPACS.

JPACS has no dedicated financial expertise "in house" being reliant upon the services provided by the Treasury. Whilst this support is readily available and of a high standard, there is small risk that potential issues remain unidentified for longer than would otherwise be the case. This risk is judged to be an acceptable one and the staff team are encouraged to use the specialist expertise available from the Treasury if they have any concerns. However, it is increasingly difficult to be satisfied completely that all Financial Directions are being complied with; to do so would require an unacceptable shift of resources from core business activity. This concern has also been raised by other small Departments and is being looked at by the Treasury. The risk has been mitigated by replacing the office manager post with

that of Manager - Support Services. The Post holder is required to have qualifications and or significant experience in States of Jersey financial procedures.

The States of Jersey processes for capital bids disadvantages small departments and results in Revenue to Capital transfers. This is only possible when savings can be found in the Revenue Budget which given the financial situation is less likely than was previously the case.

Closing statement

To the best of my knowledge the internal control environment referred to above has been effectively operated during 2010.

Brian Heath
Chief Probation Officer
Jersey Probation and After-Care Service

27 January 2011

2010 Expenditure and 2011 Budget

2010 Business Plan £	2010 Final Approved Budget £		2010 Actual £	2009 Actual £
144,000	144,000	Community Service by offenders	153,974	288,125
1,459,900	1,438,337	Information and Supervision Service	1,396,028	1,273,893
1,603,900	1,582,337		1,550,002	1,562,018

£21,563 was also allocated for the purpose of purchasing a replacement vehicle for the Community Service Scheme through a transfer from Revenue to Capital budget. Therefore total net expenditure by the JPACS in 2010 amounted to **£1,571,565**.

The revenue budget for 2011 is **£1,609,900**. In addition it is anticipated that the sum of **£290,650** will be transferred from the Health and Social Services Department and incorporated in to the JPACS budget in respect of the Jersey Family Court Advisory Service.